

# CLUB

THE NATIONAL MAGAZINE  
OF EXECUTIVES OF TOWN  
AND COUNTRY CLUBS

# Management

APRIL  
1961

## IN THIS ISSUE:

Rolling Acres  
Needs a Manager

Teamwork Solves Problems

Cost-Cutting

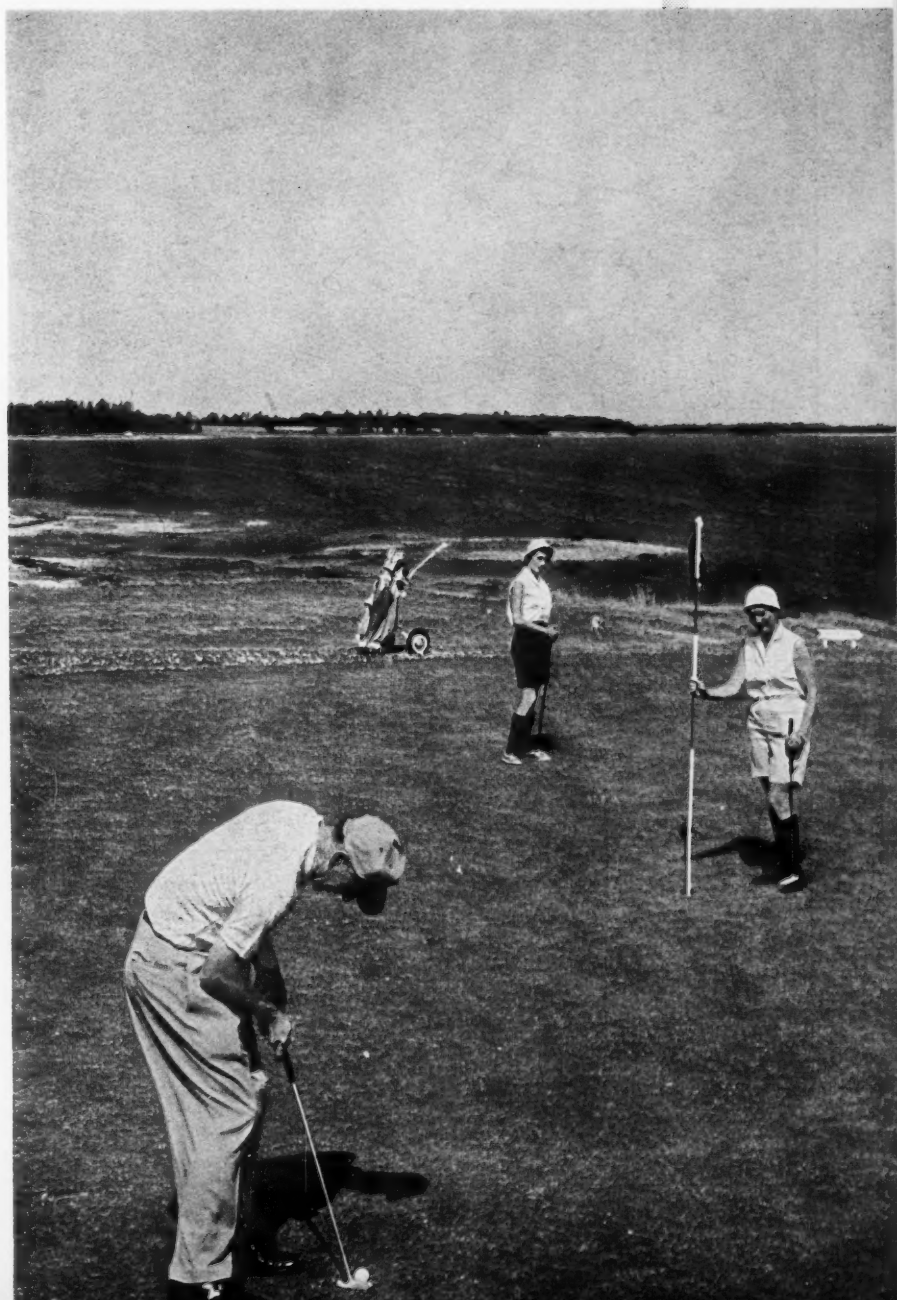
Manager's Responsibilities

Club-Tested Recipes

Wine of Southern France

Party Idea

Designs in Clubs





100 PROOF  
mellow bottled in bond



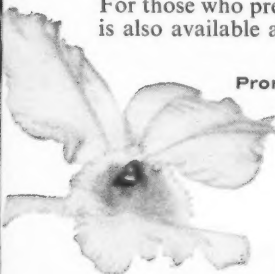
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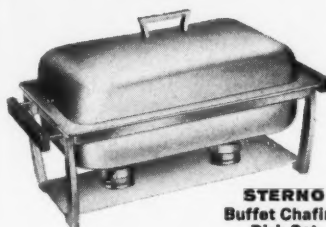


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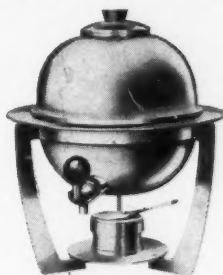
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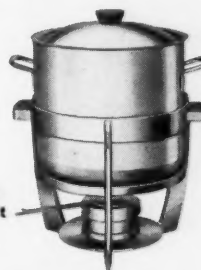
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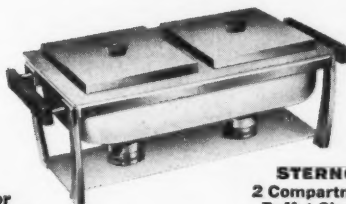
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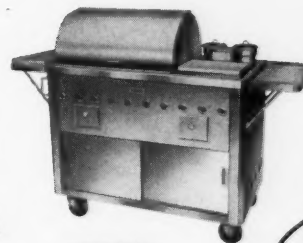
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## Named Cornell Dean

Professor Robert A. Beck of Cornell University, Ithaca, N. Y., has been selected to become dean of the university's school of hotel administration on July 1, succeeding Dean Howard B. Meek, who will retire after 39 years on the Cornell faculty.



The club management field is especially fortunate in Professor Beck's appointment, since he has been particularly active lecturing to CMAA groups and being a consultant to several clubs. In 1958 he was a featured speaker at the CMAA conference in St. Louis and he has lectured at club managers' short courses in California, Texas, Washington, D.C., and Ohio. He is consulting training director of the Houston Club, where Henry Barbour is manager.

Professor Beck joined the Cornell hotel school faculty seven years ago as an assistant professor and has taught courses in human behavior and labor-management relations. He recently returned from Germany where he and six other faculty members conducted a workshop for managers of Air Force and Army clubs in the European Theater. He also aided in conducting a similar course in Japan two years ago for the Air Force.

The dean-elect received his bachelor's, master's and doctor's degrees from Cornell. He was a first lieutenant in the field artillery during World War II and was wounded in the Normandy invasion. Professor Beck is editor-in-chief of the Cornell Society's quarterly educational bulletin and has published numerous articles in trade magazines including CLUB MANAGEMENT.

## Marketing Conference

"Growth Opportunities in the Changing Institutional Market" will be the theme of the sixth annual Institutional Marketing Conference sponsored by the Institutional Food Manufacturers Association May 19-20 at the Palmer House, Chicago, preceding the National Restaurant Show.

Max K. Rettig, conference chairman and manager of the bulk shortening and oil department, Procter and Gamble Co., said the conference will feature half-day sessions on three food service areas: vending and implant feeding; chain and franchise food operations; and schools. There will be workshop sessions with manufacturers discussing problems with panel experts. About 300 are expected to attend.

# CLUB

# Management

An Independent Publication

THE NATIONAL MAGAZINE  
FOR EXECUTIVES OF TOWN  
AND COUNTRY CLUBS

Title Registered

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VOLUME XL

NO. 4

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Golf by the Sea in New Brunswick .....Courtesy, Canadian Government Travel Bureau

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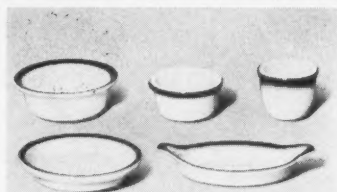
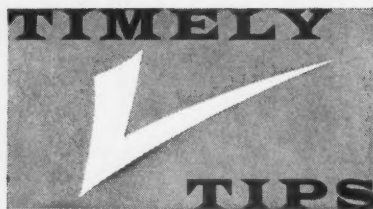
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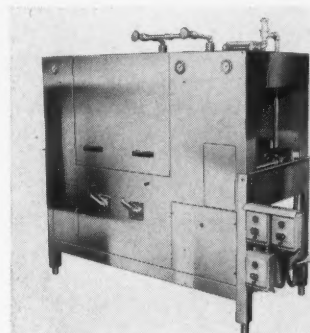


✓ A new type of portion control oven-  
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Dept. CM, Vulcan-Hart Corp., P.O.  
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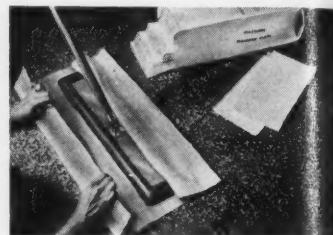
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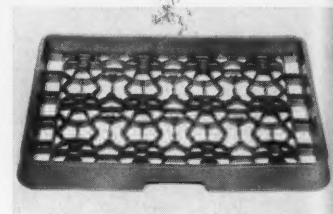
attached to a Masslinn sweeping tool, contains a fire retardant and germicide.

The cloth is said to eliminate oiling, dampening or chemical sprays for cleaning floor or wall areas. It is a flannel-like non-woven fabric which absorbs and retains dust and dirt. The cloth is impregnated with a special emulsion for pick-up and is specially treated to give a clean, lustrous finish to floors. The disposable cloth also can



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An illustrated brochure and sample of the Masslinn Cleaning Cloth can be obtained from Dept. CM, Non-Woven Fabrics Division, Chicopee Mills, Inc., 47 Worth St., New York 13.



✓ A small all-plastic rack for washing cups has been introduced by Raburn Products.

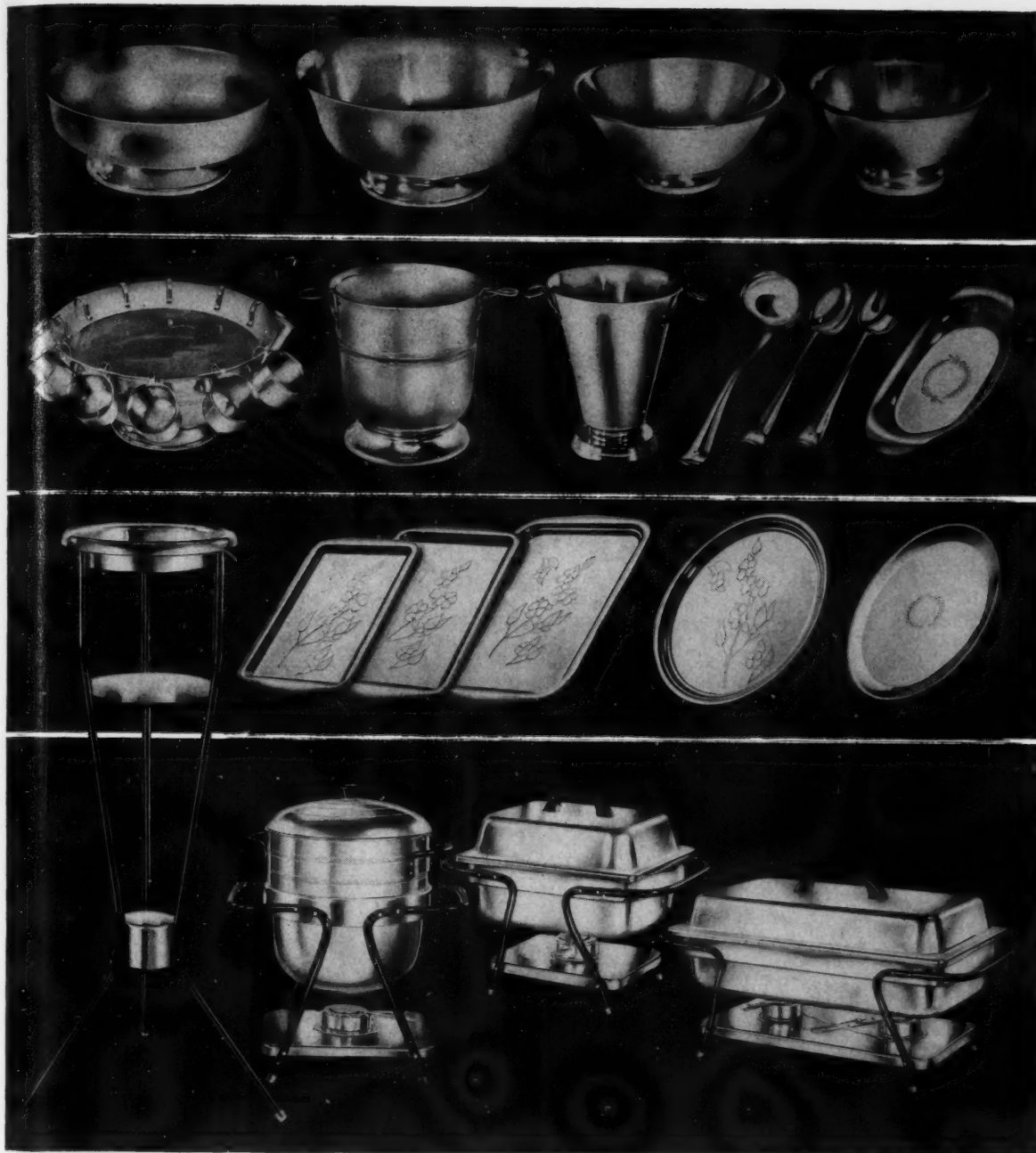
For use under counters and narrow shelves, the cup rack holds 12 cups and measures 19 1/4 by 14 inches. It fits 20-inch push-through and automatic dishwashing machines. The Model 4034, which weighs 1 1/4 pounds, was designed by the maker to save space and to withstand hard use.

Complete details are available from Dept. CM, Raburn Products, Inc., 350 N. Clark St., Chicago 10, Ill.

✓ A booklet giving prices and descriptions of tickets, guest checks and coupon books has been made available by Weldon, Williams & Lick.

Information is included on roll and folded machine tickets, one-hand book strip tickets, parking checks, guest checks, coat room checks, and scale tickets.

For a copy of the booklet write Dept. CM, Weldon, Williams & Lick, Fort Smith, Ark.



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# FOOD TOPICS



by Harry Fawcett

Our nice editor, on phone the other day, told me he liked one column where we gave a number of receipes . . .

So don't blame me, men, if these are all "old hat" to you. You've heard me say: "There's nothing new in food; only new ways to present it." And many of you probably serve these at your club better and perhaps present them more attractively than we do.

**Soufflets D'Anchois (Hot Appetizer):** Make some souffle potatoes 1½" long by 1" wide using a serrated edge cutter. Using a sharp pointed filler tip for a small bag (usually made with paper), fill with anchovy paste. Serve on napkin a dozen or so at a time in chafing dish.

**Salami Shells (Cold Appetizer):** Cut thin salami in quarter rounds; make

into cones; fill with fine diced pineapple mixed into cream cheese. (We used this at our Hawaiian party.)

**Langostinos (Hot Appetizer):** The baby langouste, a cousin of our lobster, will add a new item to your menu for those who get a bit tired of shrimp. Langouste come frozen. Defrost, wash, dry, dip in seasoned milk, flour, batter, fry and serve in chafing dish.

**Bouche St. Malo (Hot Appetizer):** We gave you this one a few months ago as a boulette. A few days ago we had a new members cocktail party, and my chef and I decided to put the same ingredients (left over finan haddie in cream) in a small puff paste bouche or patty, just one inch across the bottom. They were very well received. Served from chafer.

In my column last October I told you of the lady member (years ago in Chicago) who referred to cold hors d'oeuvres as "those embalmed things" and how we quickly shifted then to serving the hot variety almost exclusively. Perhaps the "pendulum" is swinging back. The day after the cocktail party, referred to above, a member called me on the phone and wanted receipes for all five of the cold hors d'oeuvre we had served at that affair along with five hot ones.

We cannot live on appetizers alone, pleasant as that might be for some, particularly as their ingestion takes place while a cocktail, a sherry, or a high ball or two adds to your capacity for them. So here is another of our specialties which may help some with a new taste thrill for your members.

**Breast of Chicken K C C (Dinner Entree):** We use the larger size eviscerated chickens for breasting. This would be 36 to 42 size in the old New York-dressed ratings.

Take the breast from ½ chicken, saute it in butter (finish under buttered paper in oven). Add diced fresh shrimp, chicken and mushrooms to fond in the pan. Add cream sauce (or egg yolk and cream leason). Serve finished breast on this sauce. Put a white stocking

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on the end of the wing bone. Garnish plate with one *whole turned mushroom* and a few green asparagus tips.

At most afternoon cocktail parties some members, particularly the ladies, like a sweet; pastries won't do; they are too large. Something "bite size" was needed and we serve on our buffets some compotieres on which we pile...

**Rum Balls:** We take fruit cake (any kind), cut it in bits, mix with rum, macaroon coconut, and roll into balls about 1" to 1 1/4" in powdered sugar. You will be surprised how many will disappear.

Along New York's Rialto, Quiche Lorraine is a favorite. The Colony, and many fine restaurants feature it and it is frequently mentioned in articles or stories in the *New Yorker*. We use it at the Kansas City Club both as an entree and an appetizer. At one party for 200 recently, we used it as a first course, serving a wedge-shaped piece from large pie on a doily on a salad plate. As an entree for lunch time, we bake it into a 5 1/2" pie. For appetizers, we use the latter size pie plate (aluminum) and cut the pieces to "bite size" to be eaten with the fingers.

#### Quiche Lorraine (Hot or Cold Appetizer or Luncheon Entree)

- 5 Eggs
- 1 Pt. Heavy Sweet Cream
- 1 1/2 Lb. Smoked Ham (some use bacon)
- 1 1/2 Lb. Swiss Cheese
- Salt, Pepper
- Nutmeg

Roll out a good quality pie crust dough, and mold lightly into an 8 inch pie pan. Beat the eggs well and season with salt, pepper and nutmeg to taste. Add to this the sweet cream. Shred the swiss cheese and ham in thin pieces and mix together with the eggs and cream. Fold this mixture into the pie dough. Bake in a preheated oven at 350° for 45 minutes. Cut into wedges and serve hot. Serves eight to ten. ■ ■

#### National Golf "Week"

You and your pro will have a "week" around which to work up a program to tie in with National Golf "Week" this year. It will be held from May 29 to June 6 and the score of the round they shoot to beat will be established later when Arnold Palmer, Open winner and Jay Hebert, PGA champion, meet at Olympia Fields Country Club in Chicago.

This year marks the 10th anniversary of National Golf Week and during that period charities have realized a net of nearly \$750,000 from proceeds of this nation-wide promotion.

*They go together  
like...*



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begin with  
America's  
great whiskey



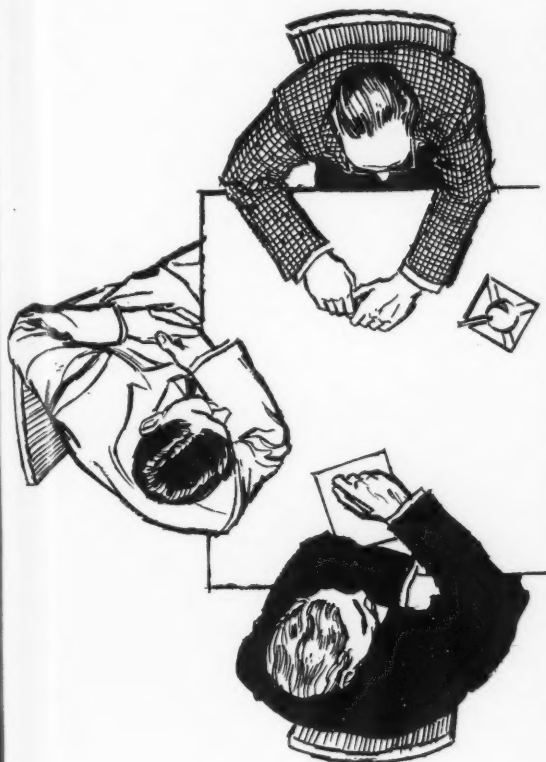
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## Manager, Pro and Superintendent In a Working Relationship



### Teamwork

### Solves

### Problems

*By Robert L. Brake, Manager  
Country Club of Peoria  
Peoria, Illinois*

Numerous articles have been written regarding manager-board relations, manager-committee relations and manager-member relations. There is still another phase of successful club operation that is important. This is the relationship between manager, professional and golf course superintendent.

It is the ultimate goal of every country club manager to have a happy membership. It is not merely essential that the food and service in the clubhouse be second to none. If a member is disgruntled over the poor greens or the slipshod operation of the pro shop, he

often will vent his ire on the first employee he meets.

I realize that some managers will maintain that their duties end with the paint on the outside of the clubhouse. They feel they have duties to perform in the clubhouse sufficient to more than fill their 12-hour work-day. I am not about to dispute this fact. But I do feel that one hour a week spent, say on Tuesday morning, in a round-table discussion with the golf professional and superintendent certainly justifies the time taken.

For the past four years I have en-

joyed a wonderful relationship with my professional and superintendent. At times they express themselves quite openly. It's not always easy to take, but the truth hurts only a short time and a warning about a troublesome situation that can be corrected helps each of us maintain better member relations. It also gives all three of us a better understanding of the problems each man has to face.

It often has been said that the easiest solution to any problem is to anticipate the trouble before it develops, correct

*(Continued on page 56)*

# ROLLING ACRES

## Needs A Manager

*Although Rolling Acres Country Club is just the figment of the imagination of the editors, the qualifications for a club manager which follow are not.*

*Our Rolling Acres actually exists. It is a club that recently completed an extensive remodeling program and its board recognized the need for expanded services. Each board member was asked to put down on paper the qualifications he felt the manager of the club should meet. Those that follow are a summary of the many suggestions that were made.*

*As you read you'll recognize the obvious reason for an imaginary name for our club. As you read you'll learn what one club's board of directors desired in a club manager, and the qualities for which they looked.*

What are the qualities we want in the man we hire as manager of our club? This was the question recently put before the board of directors at Rolling Acres. It was of vital importance to the club to find a man with goals and abilities to meet the club's qualifications since it just had expanded its facilities and needed an expanded program of services to go along with them.

The summary, which evolved after each member of the board listed the qualifications he felt a manager should meet, helped the board realize what it needed, why it needed it and why it needed to start the program under a qualified man immediately.

Here is an almost exact report of the criteria for evaluating a man's

qualifications, as presented by the Rolling Acres board:

"(1) Regardless of his years our manager should be a young thinker, alert and interested in a new and better way of doing things.

"(2) He should be able to get along with people.

"(3) Basic education is a must. He should have formal training in club management or the equivalent in experience.

"(4) Our club prefers a married individual whose wife presents a pleasing appearance and personality so she will be an asset to the club and can serve as hostess.

"(5) Imagination is the key personal trait we'd like to find in our manager.

"(6) His appearance should be neat

and clean and he should instill confidence by his maturity.

"(7) The man needs to be interested in bettering his role in life but not so much that he is a job hopper. In other words, we want someone who is willing to accept a challenge, see the potential and remain with the job to enjoy his successes.

"(8) A manager should be congenial, a man who develops the proper relationship with club members without the extreme of coldness and aloofness or the other extreme of personal friendships. He should handle employees and members in a way he himself would want to be treated.

"(9) The man should see the importance of good public relations with the members as well as the area pub-



lic. This means being tuned to promoting Rolling Acres, its members and facilities.

"In our club we had passed the point of members tolerating inadequacies of the past. That's why we needed to find a man who could match his qualifications against the criteria we had set down. We had passed the point where we could afford to have an individual gain basic experience on our time and at our expense. Our club is approaching big business, big business in the sense of large payrolls, large overhead, large dollar volume.

"Such responsibility requires a professional, experienced manager who will help prevent the club from going into high and low cycles, one who will help the board promote the use of the club on a continuous basis to smooth out the peaks and valleys of volume.

"We needed a manager who could do things for us. He had to be able to meet the challenges of the size operation to which the club had grown and with which no board or club member had had experience.

"It was apparent that we couldn't afford to experience the extreme cyclical use of our club that had been experienced with the smaller operation. We wanted to establish an all-year club with promotion of all types of events, not just summer golf. We needed to get the program underway as quickly as possible, under the direction of a qualified man. "When we established this summary of criteria, we tried to outline things which were essential to the goals of the club.

"There seemed to be five general goals we were trying to meet: (1) to develop, promote and maintain a friendly atmosphere, (2) to improve services to members and still maintain the informality important to our club, (3) to offer services normally associated with membership in a country club such as noon luncheon programs, dinner programs, a clean well-maintained clubhouse and locker rooms, (4) to have something more than a summertime operation with activities to promote year 'round use of the facilities, and (5) to promote financial stability so that watered fairways, fenced-in golf course and a pool could become reality.

"These goals were understood by the majority of our members. The members wanted these facilities and services; they needed these facilities and services; and they expected these facilities and services. The man who could meet our qualifications could give us these facilities and services, we felt sure."

## Athletic Club Installs Rooftop Golf Driving Nets

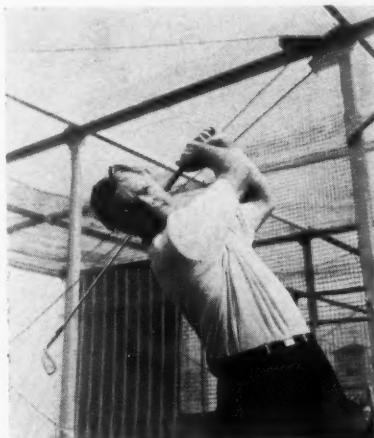
Recently the Los Angeles Athletic Club opened golf driving on the roof of the club and started a program of instruction and practice for adult and junior members. In doing this it brought a sport usually associated only with country clubs down into the heart of the city.

For the new program the club has employed Mike Austin, a local pro, to give group instruction and private lessons to members. The driving nets are also available for individual practice.

Group courses are set up for one month with four half-hour sessions under the direction of the pro and a half hour practice time each day. The sessions began October 5 and are held each Wednesday from noon to 1 p.m. and from 5 to 6 p.m. Cost of the course is \$25. The club also has scheduled group instruction for juniors on Saturday between 10 and 11 a.m. The six-week junior course is \$12.50.

Under the club's program individual practice is free for those enrolled in courses, but the nets are available to members who wish to work out on their own at a charge of 50¢ per half hour. This fee includes the use of golf balls and clubs.

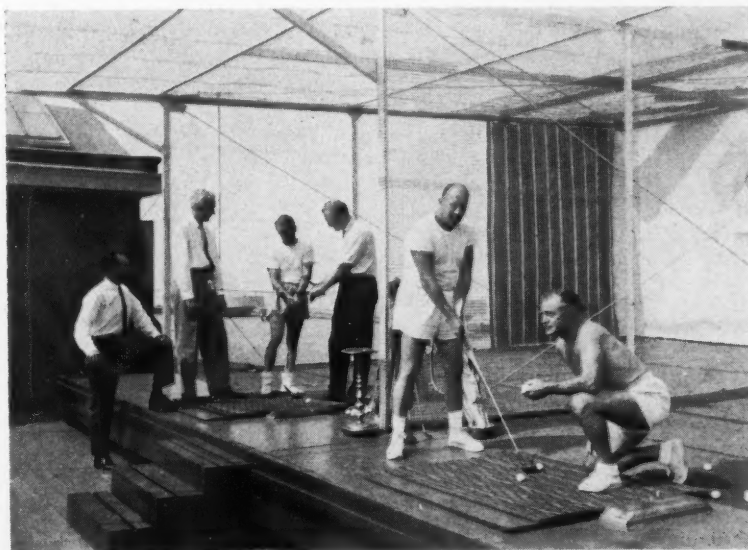
Mr. Austin gives private lessons at



Mike Austin, the Los Angeles Athletic Club's pro, gives private lessons and group instruction under the golf program started when the club opened golf driving nets on the roof.

the club for \$8 a half hour or \$15 an hour. A series of five half-hour private sessions costs \$35.

The advent of a golfing range to the city presents the possibility of a town or athletic club adding one more sport to its program. And it presents a way for the businessman to keep in "fairway form" without a long trek to the country. ■ ■



CLUB MANAGEMENT: APRIL, 1961

# COST-CUTTING

This is the third in a series of articles prepared for CLUB MANAGEMENT by Charles E. Smith, general manager of the Chevy Chase (Maryland) Club. It, like its predecessors, takes the form of letters between two imaginary managers who are interested in cost-cutting and labor saving ideas.

Dear Charles:

Maybe I am melancholy today but it seems to me fewer and fewer people love the fine art of leisurely eating. Its rush and more rush every year. The only compensating thought is that this "rush" to eat can be handled with less labor if we are smart enough to figure where we can introduce more speed cookery and more self-service.

We experimented last summer with a self-service outdoor terrace cafeteria line. The members actually carried their own trays, made their own selections, passed a cashier (captain) and carried their own trays to the table. There was no waiter service.

It was in direct conflict of all our previous service standards but the novelty appealed to the members. Unquestionably it did free several waiters who were used most successfully in promoting beverage sales. The cafeteria line operated seven days a week and there was a real labor savings involved.

Great emphasis is being placed on the speed of cookery these days. Not only does it save time (labor) but there are marked improvements in the nutrient value of many vegetables and some meats when the cooking process is speeded up.

In this field the equipment manufacturers have made real progress as indicated by the radarange, the infrared ray grills, hi-pressure steam cookers and frozen vegetables, multiple egg fryers, screw type continuous deep fat frying units, and fast recovery counter type grills. And just today I was introduced to an electric baking oven with a special air circulator which reduces baking times up to 45 percent and is said to reduce roasting shrinkage from a normal 30 percent to as little as 6 percent. These are the desirable equipment trends that will prove profitable to our operations in the future.

Our club operates under the policy of preparing anything the member wants to eat and the menu is only our suggestions for the day. Such a policy can be atrociously expensive and in order to maintain this policy we are utilizing the "Minute Meals" (8-oz cans of specialty items) which were designed originally for large scale vending machine use, as well as the new "Boil-In-The-Bag" dinners which were designed with the housewife in mind. By these methods we can quickly provide the dinner the member requests on a "minute's notice."

In the same vein of being all things

to all members, we have stepped up our "carry-out" and "send-out" service. A constant but soft sell promotion of this type of service is worthwhile and helps to keep the staff fully occupied but it demands special attention to the little details such as:

1. Exactly the right capacity container for each item.
2. Proper coating for containers destined to hold hot items.
3. Judicious use of color and design to attract the eye.
4. Little extras in the order, like placemats.
5. Wrappings that can be removed easily.
6. Preportioned sauces, dressings, and condiments.
7. And a modestly designed and identified carrying case for the whole order.

Many of our older members find this service valuable when traveling conditions of "maid's-night-out" creates an inconvenience. And mothers are using it more frequently as the easy way to serve a children's party at home.

Yours,  
George

## "Human element is manager's big challenge..."

Dear George:

I have talked so glowingly about new equipment and new service trends that I feel impelled to speak briefly about the biggest challenge the club manager faces. This is the "human element." All else is for naught if we can't match the man to the job and then properly motivate him.

We begin this process by ascertaining the requirements of the club job by first listing the duties and responsibilities of the job. Then we break the job listing down into five requirements:

1. Skill Requirements—What is the degree of manipulative skill required?
2. Mental Requirements—The degree and extent of education required as well as the learning ability required to do the job.
3. Physical Requirements—An estimate of the physical exertion and vigor required.
4. Responsibility—The degree of responsibility for equipment, materials, sanitation, and money. What effect can the performance of the job have upon member satisfaction?
5. Working Conditions—How pleasant or unpleasant are the surroundings?

Next we agree what the job is worth and how much we are willing and able to pay. THEN WE SAY SO. Secret pay systems breed suspicions, misunderstandings, resentment and high turnover. There are three basic considerations of our wage system:

1. Pay rates geared with those prevailing in comparable clubs in our locality.
2. Equal pay considerations for equal work.
3. Emphasize the understanding and acceptance of the pay system by each employee.

We feel that it is fundamental to explain the job worth to our employees. The jobs must be priced according to their characteristics and the employee's acceptance of the wage system is basic in our objectives. The vital factor is not so much the pay for a specific job but the proper salary relationships between every job.

After the job requirements and the job worth has been determined, we then study the human characteristics of the employee. Since people who are working either below or above their true ability are apt to be unhappy as well as inefficient, a sound matching of the job with the man is fundamental.

We concentrate on five evaluating

factors regarding the employee. They are:

1. Intelligence.
2. Emotional control.
3. The skill and job knowledge.
4. The ability to organize and direct the activities of others.
5. The degree of verbal expression by which he is able to convey ideas with ease, clarity and logic.

Older workers as a rule possess greater emotional stability and understanding than younger people. The age of the older worker is not as important as long as he has the basic characteristics required by the job. Also, we find that the older workers are willing to accept more reasonable compensation. Many of them are content with part-time work during the rush periods.

Now, George, up to this point I have been dealing with tangibles of some measurable quantity. Its after the job and the man are matched that I'd like your suggestions. How do you supply job motivation? How do you develop the desirable employee traits like stability, self-reliance, cooperativeness, and loyalty?

Friendly,  
Charles

Dear Charles:

What do we do after the job and the man have been matched? A dozen important things that I would like to enumerate for you as follows:

1. We offer livable standards of wages and job benefits.
2. We tell the employee his starting rate; when he can expect an increase; and the basis upon which increases are given.
3. We schedule regular salary and wage scale reviews to keep current.
4. We stress the opportunity for more training and more learning on the job.
5. The employees are made aware of their status frequently (slipping, constant, improving), always keeping alive the idea of possible promotion. In this process we often find that not always is the gripe about wages the real problem but rather a concentrated effort on the part of the employee to get personal attention.
6. We make an effort to develop pride in craftsmanship and personal satisfaction from a job well done.
7. We are constantly alert to maintaining a clean employee's dining room; nutritious employee meals; adequate toilet facilities; fool proof lockers for

their personal belongings; and assists with their transportation problems.

8. To provide for the employee's security and to foster job stability, we have developed an impressive list of job benefits which include: (a) paid vacation; (b) hospital and surgical coverage; (c) life insurance coverage; (d) christmas bonus; (e) sick leave considerations; (f) pension and retirement program.

9. In all these things I personally try to provide the leadership and example for the staff while I am indoctrinating them to management's viewpoint. I repeat incessantly that service is our only purpose for being here and that it must be accomplished with courtesy and efficiency.

10. I make every effort to eliminate doubt and retain open communication lines with all employees by using standard operating procedures, training sessions, employee bulletins, informal bull sessions, brainstorming for ideas, and often just "listening" when I really am not expected to render a decision.

11. I try very hard to *impersonalize* many of our problems. For example, my three year old son must retire at 8 p.m. because the clock says so, not his Daddy. And so on the job, it is a deadline that must be met; a service that must be provided; it's the system we operate under and NOT the manager throwing his weight around.

12. And lastly, our basic approach to all employee relationships is to be FIRM . . . . . FRIENDLY . . . . . and FAIR.

My Best to You Always,

George

Dear George:

Thank you so much for your much needed and heeded words in your last letter. As I try to absorb and assimilate new information, new methods, and new approaches to old problems, I am forced frequently into a reverie of dreams of the things that lie before us . . . for club management and the club managers of the future.

I envision a real breakthrough that will give the whole food industry a push forward. We see now the very beginnings of the wonderful things the food manufacturer and the food processor has brought to market and just ahead are many more innovations and improvements.

The newer fast-frozen items like stuffed baked potatoes, frozen egg patties, devilled crab cakes, shallots and the newer semi-processed foods such as onion rings and other breaded items are just a teaser to what is really in store for us.

The overstressed basic demand for  
(Continued on page 57)



## A Club Manager's Responsibilities

By Gordon High  
El Paso Country Club  
El Paso, Texas

A club manager, responsible to his club and for his club, is pledged to safeguard and maintain its assets, physical and intangible; to add to the enrichment of the lives of his membership; to explore and probe the expansion and strengthening of what is there; and to discover what should be added and how this shall be accomplished.

A manager's primary responsibility is to his membership. This goes to it jointly and severally, as a group and individually. An understanding of the needs of his members is his most precious tool. In addition to the understanding, a club manager must be in sympathy with the desires of his membership. He must realize that every effort in behalf of the club is also an effort in behalf of each individual member. His field of endeavor is within the social sciences and has been established for the fulfillment of basic human needs.

Food, activities, parties and a warmth of spirit are woven closely to members' pride of club and person. The largeness or smallness, the richness or

lack in furbishment of the club have no direct proportion to the possible satisfactions to management as well as to members.

Management is charged with the responsibility of furthering both a harmonious program and policy, and constantly searching for new and better ideas to keep the club abreast of members' changing needs.

A manager has a responsibility to his directors. The directorship has been elected by the members to guide the affairs of the club to their best interests. A manager is asked to assist the directors in formulating and maintaining the policies by which the club runs. They, in turn, assist the manager through an awareness of the members' wishes and desires. The board, though often too transitory for continuing policy direction, does maintain the very real advantage of close kinship to those who daily utilize the club services.

To the committees the club manager owes a responsibility, for committees assist in the many ramifications of club enterprises. Here is found group judg-

ment derived from diverse experience and knowledge, both of which can be brought to bear upon a problem. Here too, may be found the aids of coordination and membership rapport.

To this point those responsibilities which, to greater or smaller degree,

*Gordon High won the Fred Crawford Memorial Award for 1960 with this article. Mr. High is the first recipient of the silver trophy which will be awarded annually at the CMAA conference for the best article submitted to the editorial advisory committee on the specified subject for the year. The award is sponsored by the Ohio Valley Chapter as a tribute to the late Fred Crawford, three-time president of the CMAA and for many years manager of the Pendennis Club in Louisville.*

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## Greatest potential is within yourself . . .

are the bases from which all of us who are club managers work, have been considered. Within the framework of our memberships and the directors and committees, it is logical that there is a responsibility to get a job done according to their wishes. In this, a manager is expected to be, and should be, both administrator and technician; to be an adept follower as well as a facile leader; to be able to both take and give direction.

Among the many who are employed by others, we club managers should take pride in the fact that we remain among the few who have a complete job to be accomplished; to us is charged the manufacture, the selling and the service of our product. But with the satisfactions thus derived and the responsibilities, we should also recognize the diversities of our field and determine the tools and methodologies by which successful obtainment may be realized.

Within himself rests a man's greatest potential, for an achievement of his objectives comes only from the physical, mental and moral strength drawn from his own good fiber. We should respect our health and from this resource draw fully upon our initiative, perseverance, and, if need be, forcefulness and courage. With soundness of body and spirit, we increase in deftness toward the virtues of open-mindedness, organizing ability, social sensitivity, judgment of people and situation, cooperation and leadership.

And to get a job done we rely on the cooperation, the incentive, and our own direction of our employees. These are the persons who have primary contact with the membership in the preparation and presentation of the services we endeavor to put forth. Our efforts ride on their skill and training and the degree of teammanship which is brought forth toward the attainment of the ultimate goal.

To win from this fluctuating potential, we managers play the complexity of a chessboard.

For the job to be done, we must establish a clarification of objective to the employee, both understandably and effectively. The work under a manager's direction must be well organized and the necessary effort to be put forth evaluated. At every opportunity department heads and staff should participate in the formulation of their parts of the projected endeavor.

For the employee, we must establish a respect for his and our vocations, stimulating his morale as a person and

developing his executive and job skill. He deserves authority with his responsibility, and compatible working relations with his fellow workers. And all employees like to be paid fairly.

I said before that a manager is both administrator and technician. Very much the administrator because of the transitional nature of direction and goal. And very much the technician for at the operational level, too often, staff structure and membership expectation is such that all parts of the whole fall under some part of the manager's active direction and every component must be at his fingertips.

As administrators we may be given only the broadest perspective of need. Not only can we expect to be the developers but frequently the originators of policy. We often are, and should be, expected to develop an analysis of problems and needs and weigh the potentials of manpower, costs, facilities and money to the solution.

Upon determination of plan and scope, an evaluation of possible results must be made and reported. And as pre-planning is developed, a course and time of solution need to be weighed with the impact which will be felt within the daily routine of the club.

Though analysis may be incomplete and approval only partial, it is the requirement of good management to recognize the proper time and place for any successful endeavor.

Technologically, we club managers are diverse persons. Direction has to be given the many shops placed under the roof and upon the grounds of the club. We are operating managers over activities diverse in purpose and goal.

No matter what progress is made toward decentralization of authority and responsibility, a membership expects a working knowledge and active direction in at least the following areas and often several others:

Food preparation, bar management, repairs and maintenance, guest rooms, engineering, food and beverage service, entertainment, preventive maintenance, office management, housekeeping, clubhouse grounds upkeep, children's activities, promotion and sales, personnel relations, accounting and cost controls, capital improvement, sports activities, swimming pool, decoration, membership rapport, budgets and forecasts, and custody.

We direct and often do the purchasing of the 2000 and more supply items needed in the club's business. In this function our duties encompass the methods of receipt for merchandise,



Gordon High

the storage procedures, the controls on requisition, the processing, the service of the product, and the safekeeping and care of the residual supply to be used at a later date.

To cover this sea of detail and supervision, we must organize and chart a course; budget personal time and that of others to see that undue emphasis is not given to some goals and no emphasis to others; decide whether standing plan objectives are sacrificed to accomplish single use function. Procedures have to be established to get the work done and effective standards created so that performance may be weighed, operational efficiency reviewed.

Our responsibility lies further to an altruistic association of fellow men whom we may help and from whom we may receive help. With us this is the Club Managers Association of America. We should further the recognition of the association with officers and members and point out that its assistance is to the club as much as to its manager.

Even this is not a full accomplishment. As club manager, a man is the host of the house, the mirror by which the club's personality is presented. In all fairness to the club, his appearance should show proper grooming and his presence reflect dignity and a fair measure of formality.

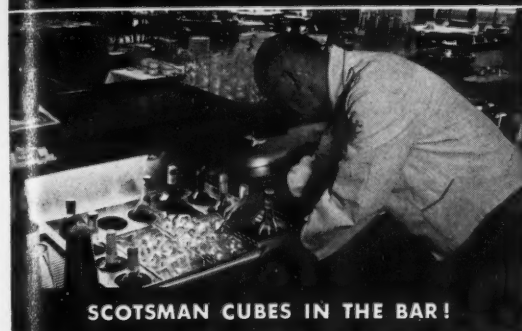
No small part of a member's enjoyment of his club comes from an opportunity to see and talk to his manager. This should be one reason for our constant presence at our clubs, along with a recognition that we are the funnels through which the day's sands of action and interaction must flow.

In the accomplishment of any or all of these goals, we should approach our responsibilities with humility and humor, recognize the unattainability of perfection, but strive always in this direction. ■ ■





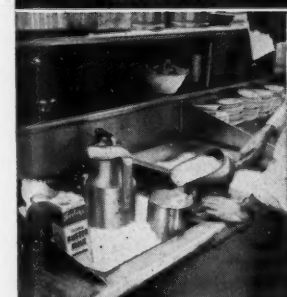
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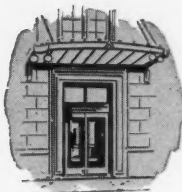


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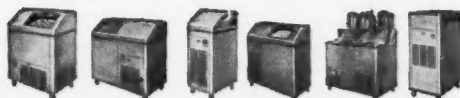
Clams, lobsters and fish are surrounded with a blanket of ice . . . fruits, juices and milk are cooled with Scotsman Ice . . . salads and hors d'oeuvres of all types are liberally garnished with ice. And in the bar, Scotsman Ice is used in quantity for quick service of fine drinks.

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# A Wine Tasting with An Old World Touch

*How an Officers' Club Handled  
Publicity, Food and Decorations*

There was little chance of the officers not hearing about the first annual wine festival held recently at the officers club at Hamilton Air Force Base, California. Before the event members of the Hamilton band, dressed in Tyrolean hats, paraded into a 28th Air Division staff meeting for an impromptu session of German brass band music. There were noon concerts in front of the Base Exchange, special announcements at officers call, signs in the officers mess and publicity in the base newspaper.

This was the introduction for members to the wine festival, an event which was established to become tradition at the club.

Opening the evening was a conducted

wine tour with a sampling of some of California's finest vintages produced by vineyards within the area of the club. Taste time was set at 6:30 p.m. At 7:30 p.m. there was a cocktail hour and at 8:30 there was a gourmet buffet.

Prizes were awarded to the person with the oldest California vintage wine, to the one with the oldest European wine and a third for the wine brought or bought the greatest distance from the base. The judges for the contest set only one rule: The wine had to be obtained before the person entering it in the contest came onto the festival grounds.

Entertainment included a dramatic skit, "Via Del Vino" ("Shape of the

Grape"), which was written up in the base newspaper as a "brief educational journey through folklore of famous European wine countries." The skit featured a toga-bearing, be-sandaled hero called E. Magnificus. At the end of the skit Miss Hamilton Wine Festival was crowned.

An attraction in the decorations for the festival was an ancient wine press with an oaken cask, donated by the Wine Institute.

Clothing of the Old World was on display as members wore appropriate costumes, some of which were purchased when members were stationed in Germany. Many of them had experienced the famous wine festivals held along

*(Continued on page 41)*



The 4½-oz. cocktail and 8-oz. tumbler are two of the many sizes available in the complete Amber glassware line ... 22 sizes in all.

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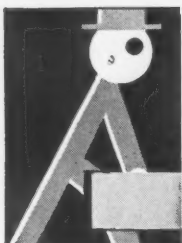
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## TRUMPING THE CLUBS

Walter Satterthwait has resigned as manager of the Commerce Club, Inc., Atlanta, to become manager of Wykagyl Country Club, New Rochelle, N. Y.

Walter Satterthwait



He succeeds Leslie L. White at Wykagyl.

Mr. Satterthwait, before going to the Atlanta club, managed the Quinnipiac Club in New Haven, Conn.

★ ★ ★

W. A. "Bill" Buescher, Jr., took over the management of The Cloud Club, Phoenix, the first part of February. The city club opened last December. Mr. Buescher formerly was manager of Milwaukee Country Club.

★ ★ ★

Daniel D. Molnar has been appointed managing director of the new Pebblebrook Country Club, Chesterland, Ohio.

Facilities of the clubhouse include an Olympic swimming pool, ladies' locker room, a lodge with swimming pool for private parties and an 18-hole championship golf course. The membership goal for the club is 425.

★ ★ ★

Mr. and Mrs. Dal Stauffer (he is manager of the Akron (Ohio) City Club) have been vacationing for several months at the Plantation Inn, Lake Wales, Fla. They report that the weather and fishing are good.

The Stauffers plan to return to Akron April 15 when Mr. Stauffer will start his 45th year at the club.

L. Roy Leonard, 70, who retired on February 9 after 27 years as manager of the Cuvier Press Club, Cincinnati, died March 12 following a four-day illness.

Mr. Leonard, a long-time member of the CMAA, was secretary-treasurer of the association from 1949 through 1952. A veteran of many CMAA conferences, Mr. Leonard also was a prominent member of the Ohio Valley Chapter.

A member and past-president of the CMAA's exclusive 25 Year Club (made up of those who have managed one club for 25 years or more), Mr. Leonard was associated with more than 50 clubs and organizations.

Mr. Leonard's death came a day before he was to leave with his wife, Alice, for a trip to the Cincinnati Reds baseball training camp in Tampa, Fla. The trip was a gift from the membership of the Cuvier Press Club. Mr. Leonard was an avid Reds fan, knew hundreds of baseball players and had attended 25 World Series games.

A native of Indiana, Mr. Leonard started his food service career in Cincinnati with the Hotel Metropole and old Hotel Havlin. In 1925 he was named manager of the Hyde Park Country Club there and in 1925 became manager of the Cuvier Press Club.

Surviving Mr. Leonard besides his wife (known as "Sis" to her club man-

ager friends), is a brother, William, of California. Mrs. Leonard lives at 3278 Hanna Ave., Westwood, Ohio.

★ ★ ★



Richard Worthington

Richard M. Worthington has been appointed manager of the Commerce Club, Inc., Atlanta, succeeding Walter Satterthwait, who moves to Wykagyl Country Club, New Rochelle, N. Y.

Mr. Worthington formerly was manager of Oak Hill Country Club, Rochester, N. Y., and before that managed Plainfield (N. J.) Country Club.

★ ★ ★

Billings (Mont.) Petroleum Club, established in 1951, recently opened new \$250,000 quarters. Manager is Armand A. Wilhelm.

The two-story club has facilities of a formal mahogany-paneled dining room which seats 86, formal lounge, men's bar and lounge, card rooms and meeting rooms. On the lower floor is a charcoal broiler room for serving 54.

Membership of the club is 357. Manager Wilhelm is a former assistant manager and manager of clubs in Chicago, Niles, Mich.; and Louisville.

The attractive lounge area with paneled bar is part of the facilities provided in the new \$250,000 Billings (Mont.) Petroleum Club, where Armand A. Wilhelm is manager.



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David M. McCathie, for the past year assistant manager of the Chevy Chase (Md.) Club where Charles Smith is manager, became manager of the Country Club of Petersburg, Va., March 6. He succeeded Francois B. LaFuerne, who resigned.

★ ★ ★

Francois B. "Fran" LaFuerne resigned as secretary-manager of the Country Club of Petersburg, Va., March 5. Mr. LaFuerne and his wife will spend some time visiting friends and relatives in Pennsylvania, but their future plans are indefinite.

William C. Myers, formerly manager of China Lake (Calif.) Commissioned Officers Club, recently became manager of the San Diego Athletic Club.

★ ★ ★

Woodmar Country Club, Hammond, Ind., where Edward R. Kocur is manager, held ribbon-cutting ceremonies for the newly enlarged and rebuilt clubhouse on March 4.

On the agenda for the event was a twilight supper, inspection of the redecorated rooms, entertainment and dancing in the main lounge.

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charging sand and other water-borne particles that clog other shower heads. There's nothing to turn, nothing to adjust before draining... and never any annoying after-shower drip... drip... drip. You'll be pleased with how the Act-O-Matic cuts water bills and fuel bills, too. Installation requires no special tools.

Your local plumber can supply it.

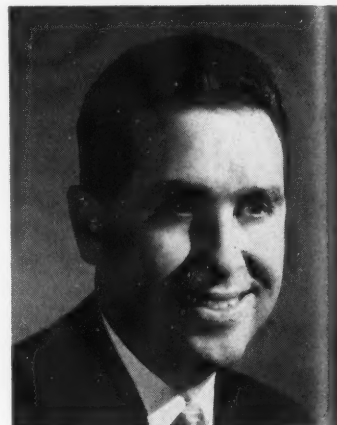
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Harry V. O'Hagan

Harry V. O'Hagan, Jackson, Miss., died recently according to a report received from CMAA. Mr. O'Hagan had been active in the club field.



Joe Castillo

Joe Castillo, assistant manager of the Olympic Club, San Francisco, since 1957, has been appointed manager of the Peninsula Golf and Country Club, San Mateo, Calif., succeeding Fred Irvin.

Mr. Castillo also has been assistant manager of the Bohemian Club, San Francisco, and of the Commissioned Officers Club, U.S. Naval Air Station, Alameda, Calif. He is active in CMAA, has been secretary-treasurer of San Francisco Bay Area Chapter since 1958 and was re-elected for 1961.

★ ★ ★

David S. Craven has been named manager of Pickaway Country Club, Circleville, Ohio, succeeding Mr. and Mrs. Garold Crites, who resigned for health reasons. Mr. Craven has been a member of Gourmet Society.



# FLAMBE'

(S'IL VOUS PLAÎT)

with

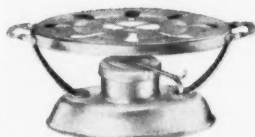
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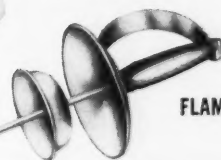
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Henri Tisserand, Maitre d'Hotel  
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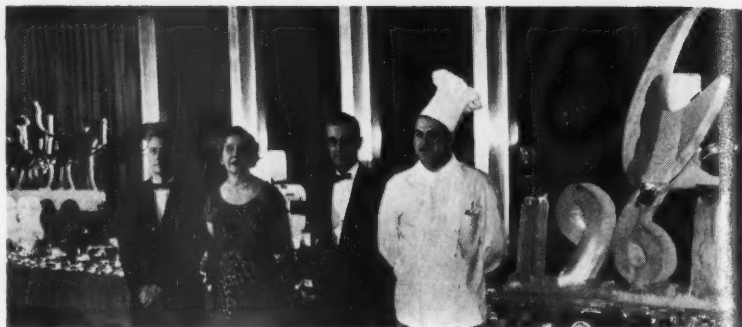
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Standing in front of the canape table designed for the 73rd anniversary ball of the Town and Country Club of St. Paul, held February 11 are, from left to right: Don Collier, assistant manager; Josephine Peterson, hostess; Harold J. Berndt, manager; and Roy Dalpe, executive chef, who created the display.

The Town and Country Club of St. Paul, where Harold J. Berndt is manager, held its 73rd anniversary ball on February 11.

An elaborate canape table was featured at the ball with a relief of an 1888 hack done in styrofoam with an ice carving of the numbers "1888" in front of it at one end of the table. Displayed at the other end was an illuminated moon with a satellite moving around it and "1961" in ice work in front. A centerpiece carried larger ice carvings of "TCC".

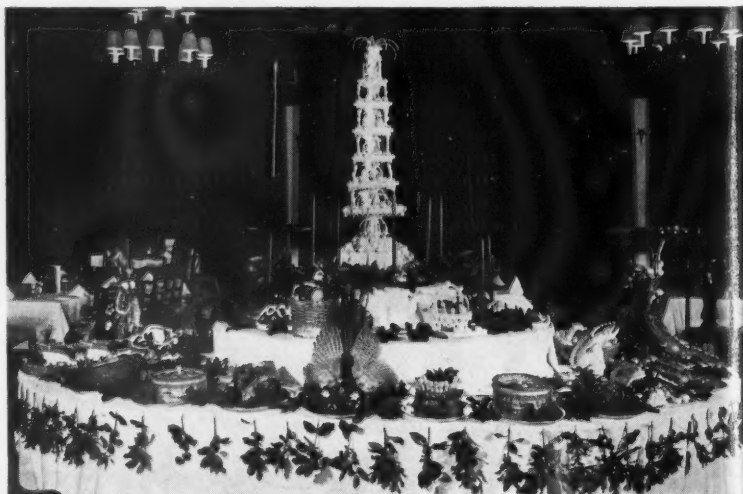
Food items included hot canapes, King Crab and canapes on oyster shells, and bluepoints.

A French style dinner was served in the main dining room. Corsages and centerpieces were sprayed to glow during the food display. There was dancing and a floor show.



For the past two years after the Vancouver Club's Christmas buffet the detailed sugar centerpiece displayed has been sent to the hospital for crippled children. One of the children admires the centerpiece.

Each year the Vancouver (B. C., Canada) Club, where W. H. "Bill" Kirby is secretary-manager, presents an elaborate Christmas buffet such as this for members and guests. Among the designs produced for the table is a sugar centerpiece created by the club's pastry chef.



# Shelby Williams

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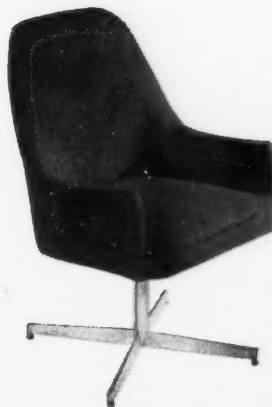
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John Brennan, right, national president of CMAA, proved to be an "old pro" at curling on his recent visit to the Canadian Society of Club Secretaries and Managers. John Zigur, of the host Scarboro Golf and Country Club, Toronto, Ont., where curling is a successful winter sport, and Art Richardson, National Club, Toronto, stand ready to sweep.

John T. Brennan, national president of CMAA and manager of Birmingham



At the meeting of the Canadian Society of Club Secretaries and Managers held February 3 at Scarboro Golf and Country Club, Toronto, Ont., were, left to right: (seated) John Zigur, host; Art Richardson, vice president of the group; John Brennan, national president of CMAA and guest of honor at the meeting; Fred Townley, president of the Ontario Branch; Mac McWood; (standing) Jim Kyle; Frank Owens; Art Price; Walter Lockley; Don Potter and John Williams.

(Mich.) Country Club, was the honored guest at a luncheon meeting of the officers of the Canadian Society of Club Secretaries and Managers, February 3 at Scarboro (Ontario, Can.) Golf and Country Club.

A Roman luncheon served in the men's lounge, known as the Forum, featured "From the Herds of Epicurus" ham with melon, "Favorite of the Augustan Court Piscatorian" filet of pike, lobster sauce, Montrachet and Paul Bouchard, a filet mignon "Gulyas" with forest mushrooms and paprika.

The Canadian Society of 98 has 58 associated members in CMAA in addition to those of regular CMAA membership.

★ ★ ★

The Ingomar Club, Eureka, Calif., where Ralph A. Godsy is manager, writes that it is proud of its record of no dues increase or assessments during the past ten years.

In 1950, the Ingomar Club was organized as a gentleman's private city club and today has 275 members. The club is housed in the Victorian Carson Mansion, constructed in 1885 for William Carson, who founded the Dolbeer-

Carson lumber and shipping empire. The club has retained the old Victorian grandeur of the three-story mansion which has a ballroom, billiard room, onyx fireplaces and has South American primavera hardwood, stained leaded glass windows and hand wood-carving used in the design.

Mr. Godsy, a member of CMAA and Bay Area Chapter for eight years, has been manager of the Ingomar Club for four years.



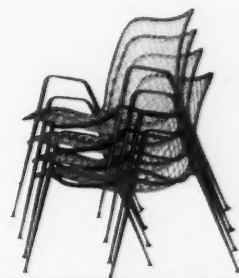
Ralph A. Godsy, manager of the Ingomar Club, Eureka, Calif., stands in front of one of the club's onyx fireplaces.

The Ingomar Club, Eureka, Calif., was built in 1885.



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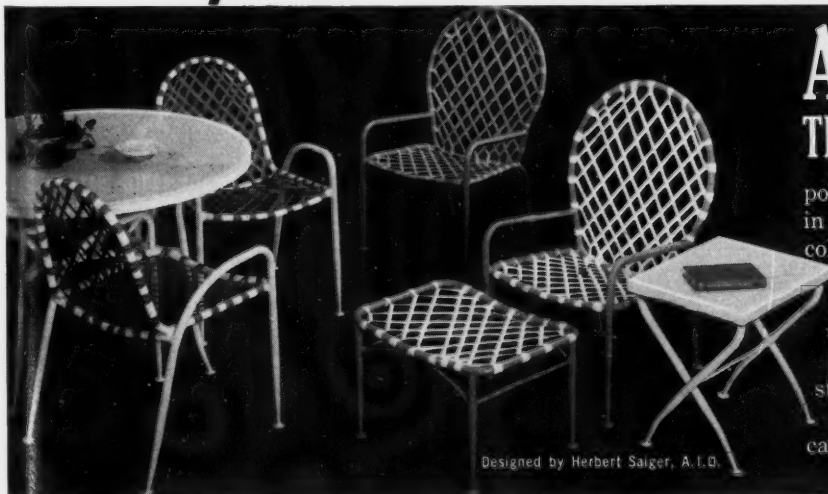
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Kraft Instant Puddings come out perfect *every* time. They "hold the cut" in pie shells. They "hold over" well—and rewhip to creamy smoothness for the next serving period. Fruit, nuts or other ingredients distribute much more evenly due to "fast set." Added flavor, like almond to butterscotch or mint to chocolate, doesn't cook out on you. And meringue holds up beautifully on Kraft Instant Pie Fillings.

Frankly, cooked or instant, nothing equals these 3 new Kraft products. Make this pleasant taste-discovery for yourself and for those you serve. See your Kraftman.

## **3 Quick Steps—Only 7 minutes**

**1** Pour 1 gal. chilled milk into mixer. Set "slow" and add 1 pkg. Kraft Instant Pie Filling and Pudding. Mix 1 minute.

**2** Scrape down bowl. Continue mixing (about 5 min.) until pudding is smooth and creamy.

**3** Pour into baked pie shells, individual dishes or shallow pans. Mellow ½-hour in refrigerator.



Makes 36 ½-cup portions  
Costs about 4¢ per serving

KRAFT for good food and good food ideas

# Buffet Catering

by Charles Finance

This is a book of which the author, Charles Finance, and the publisher can be justly proud—the author because it represents his years of international experience, displaying his artistic ability in catering as well as photography; the publisher because we are so fortunate as to bring our readers this very beautiful and useful book, sorely needed by the industry. We offer it with confidence, knowing that it will prove a great boon to the catering industry which the author and we so proudly serve.

## Step-by-Step Procedures

There are many excellent step-by-step procedures in the book—in photographs fully explained in the text. These are in such detail that even the novice may follow them and feel sure that the result will be satisfactory.

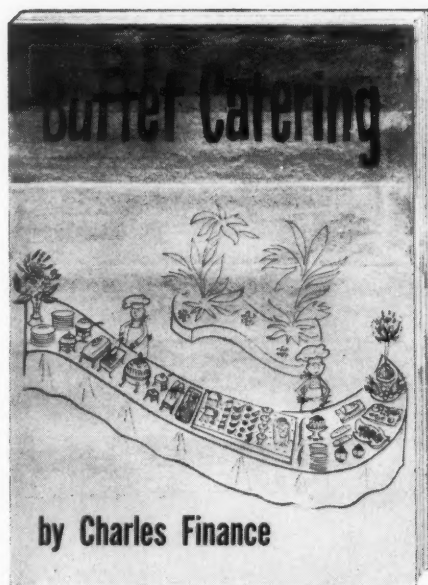
Among these series of illustrations, some with eight or nine in such series, are: Preparation of a Cold Whole Salmon, Preparation of Salmon Mousse, of Salmon Filets, of Lobster, of Cracked Crab, of Galantine of Capon or Turkey. On the latter there are nine illustrations showing the basic preparation and many more showing various platters with different garnishes. The same thing is true of the Preparation of a Suckling Pig and of Chaudfroid of Capon.

There are illustrations of several trays of canapés showing various arrangements, some with center pieces, some without. There are also many illustrations of individual canapés as well as hors d'oeuvres, both hot and cold.

The chapter on decorations shows dozens of ways of beautifying food with the simplest of materials—cucumber and tomato skins; sliced cucumbers; the leaves of leeks, onions, and chives; radishes and olives; a rose made from smoked salmon, and many others.

There is also a section on napkin folding with illustrations.

The chapter on Salads contains 126 salad suggestions and more than 50 illustrations.



## The Author

Charles Finance has won a long and distinguished list of awards both in Europe and America. In addition to his work in Europe he has served as Executive Chef at the Balmoral Club, Nassau; for Western Hotels in San Francisco, Palm Springs, and Los Angeles; at the Caribe Hilton, the Greenbrier, and the Ridgely Country Club, Fort Worth. He has served as Professor of Culinary Art in the Swiss Hotel School in Lucerne; in schools in Copenhagen, Oslo, and Helsinki; and for the Insular Government in Puerto Rico. He was the first man to lead an American Culinary Team to the Culinary Olympics in Switzerland where his team took top honors. This book offers ample proof of all the "know-how" evidenced by the foregoing.

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Cliff Cornwall, Jr., managing director of the new Trelawny Club in Jamaica, receives the Trelawny family crest from Edwin E. Fairfield, engineering director of the club, as Benjamin Franklin III, legal director, looks on. The club will open in the fall.

★ ★ ★

Henry L. "Bud" Huber and his wife Pauline, Westwood Country Club, Buffalo N. Y., reported that they spent a delightful time with some other managers and wives on a post-conference tour in Colorado Springs.

Others in the group included Clara and Fred Hollister, Scarsdale Golf Club, Inc., Hartsdale, N. Y.; Rita and Bill Purcell, Indian Harbor Yacht Club, Greenwich, Conn.; Ann and Arch Mundy, India House, N. Y.; Dick Daley, Hawthorne Valley Country Club, Solon, Ohio; and Mrs. Elizabeth (Eric) Koch,



Enjoying the view at the gate to Will Rogers Shrine near the summit of Cheyenne Mountain is a group of club managers who spent a few post-conference days at Broadmoor Hotel in Colorado Springs. Left to right are Bill and Rita Purcell, Indian Harbor Yacht Club, Greenwich, Conn.; Fred Hollister, Scarsdale Golf Club, Inc., Hartsdale, N. Y.; Pauline Huber, Westwood Country Club, Buffalo, N. Y.; Ann Mundy, India House, N. Y.; Jack McCarthy, House of Seagrams; Arch Mundy; Clara Hollister; Bud Huber; and Dick Daley, Hawthorne Valley Country Club, Solon, Ohio.

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North Hills Golf Club, Douglaston, L.I., N. Y.

Gene Marshall, manager of the Garden of the Gods Club, Colorado Springs, gave the group a conducted tour through his club. The first night the managers and wives had an orientation get-together and dinner at the Broadmoor Hotel, where they were staying, and enjoyed a cocktail party with hors d'oeuvres the next evening given by the manager of the hotel.

Jack McCarthy of the House of Seagrams entertained the group with a canape and canister tete-a-tete in his suite. On the last evening Mr. Hollister threw a party of "good fellowship, some cool vocal harmonizing and lots of fun."

★ ★ ★

Lakewood Country Club, Westlake, Ohio, where Imrich Denes is manager, held an open house February 5 with a selection of American, French and German wines sampling display.

A buffet with American and continental specialties was served with a charge of \$3.75 per person. The sampling room for the occasion, attended by 340, was decorated with wine posters and pamphlets from various regions.

Mr. Denes sent CM a copy of the club's attractive black and grey bulletin of entertainment events scheduled at the club. "Around the World in 80 Ways" is the theme for the year's events which include April in Paris, an Oriental Fantasy in May, Latin Moods in July, Fore at Saint Andrews in September and Bourbon St., U.S.A., in November.

★ ★ ★

Charles L. Crocker became manager January 15, of Cavalier Yacht and Country Club, Norfolk, Va., of which he is a past president.

Mr. Crocker has had 38 years of experience in the club field including a period as manager of Princess Anne Country Club, Virginia Beach, Va.

★ ★ ★

Lee Wills has been named general manager of the Huntington (L.I., N.Y.) Crescent Club, Mr. Wills formerly was managing director of Delwood Country Club and also has been associated with the St. George and Castle Harbor hotels in Bermuda.

#### CLUB MANAGER

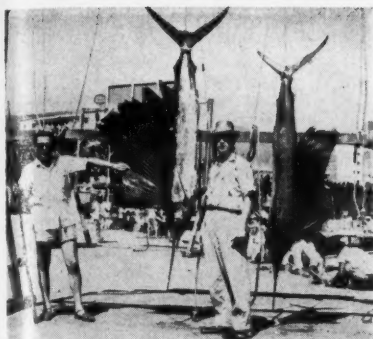
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Steve Diamant, left, South Bend (Ind.) Country Club, and Vince Crump, Butterfield Country Club, Hinsdale, Ill., display the results of an obviously successful fishing trip in Acapulco, Mexico, where three couples spent a post-conference vacation. Loyal Milligan and his wife, Oak Park (Ill.) Country Club, were with the Diamants and Crumps.

★ ★ ★



Miss Eleanor Mosso

Miss Eleanor "Ellie" Mosso, formerly with Lakeside Country Club, Houston, became assistant manager of the Briar Club in the same city March 1.

★ ★ ★

Carl Bauer, veteran athletic director of the Missouri Athletic Club, St. Louis, contributed to an article, "Why Do They Knock Themselves Out?," featured in the February 25 issue of *Saturday Evening Post*. Thomas C. McGuffey is manager of the club.

The article is a salute to water polo and other Olympic activities ordinarily given little attention in the U.S. Mr. Bauer, who has been at the M.A.C. for 45 years, has coached All-American water polo stars Harry Queensen, Don Clooney, Wally Lundt, John Carson and Dick Newman.

Harry Paxton, sports editor for the *Post*, visited with Mr. Bauer and some of his former stars (who still play two or three nights a week) in preparing the material for the article. Mr. Bauer also was featured in the St. Louis *Post-Dis-*

*patch* commentary column by Bob Broeg, sports editor.

★ ★ ★

Ray Baker assumed his duties as manager of Muskegon (Mich.) Country Club February 1.

A veteran of 30 years in the club field, Mr. Baker spent a tenure from 1934-1948 as manager of the Century Club in Muskegon. He has been manager of the Floridian Country Club and Hotel, Howey-in-the-Hills, Fla.; the New Terrace Hotel, Sarasota, Fla.; and the Nickerson Inn, Pentwater, Fla., among others.



Officers elected at the annual meeting of the American Society of Golf Course Architects held at Camelback Inn, Phoenix, January 31 were left to right: C. E. Robinson, Ontario, Canada, president; Ralph Plummer, Dallas, vice president; and William B. Langford, Chicago, secretary. Not pictured is David W. Gordon, Doylestown, Pa., executive secretary.

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John E. Schult accepted the position of manager of the Brooklyn (N. Y.) Club February 6. Mr. Schult formerly was at the Seawane Harbor Golf Club, Hewlett, L. I., N. Y., and has had wide experience in the club field.

★ ★ ★

E. N. Jordan has been named manager of Fishers Island (N. Y.) Country Club for the summer. Mr. Jordan is manager of Mountain Lake Colony House, Lake Wales, Fla., during the winter months.

★ ★ ★

Darrel J. Singleton, formerly manager of the Sunset Country Club, Orange, Tex., has accepted the position of manager of Colonial Country Club, Jackson, Miss. Mr. Singleton also has managed clubs at Charlotte, N. C., and Winona, Minn.

★ ★ ★

Mrs. Bettie Ashman in January was promoted to manager of Coshocton (Ohio) Town and Country Club, where she has been associated with the dining service for the past 12 years.

★ ★ ★

Jack Thorpe, formerly manager of Oakwood Country Club, Enid, Tex., has been appointed manager of the Pampa (Tex.) Country Club.

★ ★ ★

Frank A. Macioge, manager of Oak-

bourne Country Club, Lafayette, La., sent a copy of the first issue of a new monthly magazine started by the club in March. The issue carries the announcement, "I'm Brand New and I Need a Cover!"

The club set up a contest for members in which a free Sunday buffet was to be awarded to the person who submitted the best design for a cover for the new publication. The magazine includes photographs of activities and members, a department called the "Manager's Corner" and news items about coming events.

★ ★ ★

Alfred Schiff reports that he has resigned as manager of the Athelstan Club and the Battle Creek Country Club, both of Battle Creek, Mich., and on March 15 assumed management of the Knollwood Country Club, Birmingham, Mich.

Mr. Schiff is a charter member of the Peninsular Chapter of CMAA and is also a member of the Detroit Chapter.

★ ★ ★

Duane Bergstrom has been appointed manager-pro of Ellensburg (Wash.) Golf and Country Club, succeeding Dick Munson, who left January 15 after two years at the club. Mr. Bergstrom previously worked for Rainier Golf Club, Seattle.

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## Wine Tasting

(Continued from page 24)

the Rhine.

The charge for the festival was \$3 per person. French, German and Italian menus were featured on the buffet. Those members with a taste for Parisian garnishes found coq au vin rouge, rice and mushrooms with onions, green salad and lemon feile with rose or burgundy on hand. The Deutschlanders enjoyed veal cordon bleu with red cabbage, German fried potatoes and Johannesburg or Riesling wine. Those who wanted to sample the Italian foods had lasagna with garlic bread, salad and chianti.

Desserts were Camembert, Bleu and Edam cheeses with fresh fruits, and sherbert with creme de menthe.

In January, 1959, the Order of Military Wine Tasters was established in the armed forces. The Order conducts a program of four or five wine tastings a year (arranged with the assistance of the Wine Advisory Board), such as this festival. The board has field representatives throughout the U. S. who are familiar with the legal requirements in all states and can advise as to whether or not a tasting is possible in a given area. Founder of the Order was Philip Hiaring, then in the Air Force and now assistant director of



In colorful German costume and wearing a sommelier's key on a silver chain around his neck is Col. Andrew Kowalski, "burgermeister" for the first annual wine festival at Hamilton AFB. With him is his wife.

public relations for the Wine Institute, San Francisco.

When chapters are located in wine-growing areas, winery tours can be scheduled. The board can lend assistance in obtaining the wines, in planning a suitable menu, on promotional stunts, obtaining posters, wine presses and decorations.

The Order of Military Wine Tasters is set up so that a chapter can be established when ten members of the

armed services—active, reserve, or retired—request a charter in a letter accompanied by ten completed membership application blanks.

The application for a charter can be sent to Founding Chapter, Order of Military Wine Tasters, Room 721, 717 Market Street, San Francisco 3. ■ ■

## Pink Champagne

The Taylor Wine Co. has announced the introduction of its New York State pink champagne, made possible through the successful development of French hybrid grapes in the company's own vineyards.

Planning for the new pink champagne dates back to the 1940s when Taylor viticulturists began expanding the plantings of French hybrid varieties in the Taylor vineyards above Lake Keuka.

The introduction of the pink champagne comes at a time when sales of premium quality champagnes are on the rise in the U.S. During 1959, the last full year for which statistics are available, there was a 19.4 per cent increase over the previous year.

With a total market of \$56,849,496 in premium quality champagnes, Fred C. Taylor, president of the company, feels that the firm has an excellent climate in which to introduce the pink champagne nationally.



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# Bulletin of the CLUB MANAGERS ASSOCIATION OF AMERICA

## Officers:

### President

JOHN T. BRENNAN, Birmingham Country Club, Birmingham, Mich.

### Vice President

JOHN BENNETT, Commercial Club, San Francisco.

### Secretary-Treasurer

JOHN OUTLAND, Dallas Country Club.

### Executive Secretary

EDWARD LYON, 1028 Connecticut Ave., N. W., Washington 6, D. C.

## Directors

RICHARD E. DALEY, Army Navy Country Club, Arlington, Va.

ROBERT DORION, Scioto Country Club, Columbus, Ohio.

CHARLES E. ERRINGTON, The Beach Club, Santa Monica, Calif.

WILLIAM J. HODGES, Paradise Valley Country Club, Scottsdale, Ariz.

FREDERIC H. HOLLISTER, Scarsdale Golf Club, Hartsdale, N. Y.

KENNETH MEISNEST, Washington Athletic Club, Seattle.

EVERETT L. WOXBERG, Evanston Golf Club, Skokie, Ill.

CLEM YOUNG, Cleveland Athletic Club.

ROBERT E. YOXALL, Country Club of Coral Gables, Fla.

Regional Directors Will Be  
Announced in Next Month's Issue

## Dear CMAA Members:

May I through this column thank all of our members for the support they have given me in the past from the time of my election to the board of directors in 1957 on through the offices of secretary-treasurer, vice president and finally, president. Your help and cooperation during this time has been greatly appreciated.

May I also request your continued interest and help during this coming year and the years to come.

While our association has come a long way during the years since its inception, there are still many things to do in the future. We cannot rest on our laurels but must constantly attempt to find new ideas and facilities that will increase the benefits of our association for our members.

Our CMI has plans in the making that will provide our members with more educational facilities as well as statistics for many uses both in your club and your personal affairs.

For 1961 it would give me a great deal of pleasure to see an increase in our membership with well-qualified members; an increase in membership participation in our educational programs; greater interest by chapters and individuals in the affairs of our association; and last but not least, an increased recognition of our association by clubs.

Cordially,  
JOHN T. BRENNAN  
President, CMAA

## Brennan Appoints CMAA Committees

CMAA President John T. Brennan has announced the following committee appointments for 1961:

Advertising advisory: Everett L. Woxberg, chairman; Mr. Brennan; Robert E. Yoxall; and all regional directors. Bylaws: Frederic H. Hollister, chairman; Walter M. Clist, Jr.; Edwin T. Driscoll; Claude W. Galloway; Clyde S. Minglehoff; William L. Peterson; and Charles C. Wallace.

Chapter relations: Charles E. Errington, chairman; and all regional directors. Club Management Institute: Edward M. Grenard, chairman; Royce

Chaney; Henry O. Barbour; Claude W. Galloway; and Robert M. Dorion. Editorial advisory: Mr. Dorion, chairman; Joseph J. Donoghue; and Charles E. Smith.

Governmental affairs: Richard E. Daley, chairman; and Mendell F. Rice. Membership: Clem Young, chairman; Robert E. Yoxall; and Milton E. Thomas. National conference: John W. Bennett, chairman; Horace G. Duncan; and Harry J. Gray. Public relations: William J. Hodges, chairman; and Kenneth Meisnest.

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## NEWS OF THE CHAPTERS

### Chicago

Reported by  
Paul Frederick, Secretary

Tony Wayne, Riverside Golf Club, was re-elected president of the chapter at a meeting held December 5 at Lake Shore Club of Chicago with Byford E. Troutt as host.

Other officers elected were Ben Waskow, Brookwood Country Club, Addison, Ill., vice president, and Robert Broms, Skokie Country Club, Glenview, Ill., secretary-treasurer.

Directors are: (elected for one year) E. L. Flaim, University Club of Chicago; Austin Steeves, Glen Oak Country Club, Glen Ellyn, Ill.; Mrs. Agnes Toner, Engineers Club, Chicago; Alex Zagone, Olympia Fields (Ill.) Country Club; and (elected for two years) Frank Klein, Merchants & Manufacturer's Club of Chicago; Gerald Marlatt, Flossmoor (Ill.) Country Club; and Stan Najdowski, Wilmette (Ill.) Golf Club.

On February 27 we held a manager-chefs meeting at the Merchandise Mart Club with Manager Frank Klein and Assistant Manager Bernie Kostecki as hosts.

President Wayne announced that our bid for the 1963 national conference had been successful, then introduced Everett Woxberg, Evanston Golf Club, who was our successful candidate for national director. Jerry Marlatt, chairman of the educational committee, introduced Jim Abicazino, local representative for Christian Bros., who showed three films, two of which dealt with cooking with wine, the third being the NRA film, "Company Coming."

### Texas Lone Star

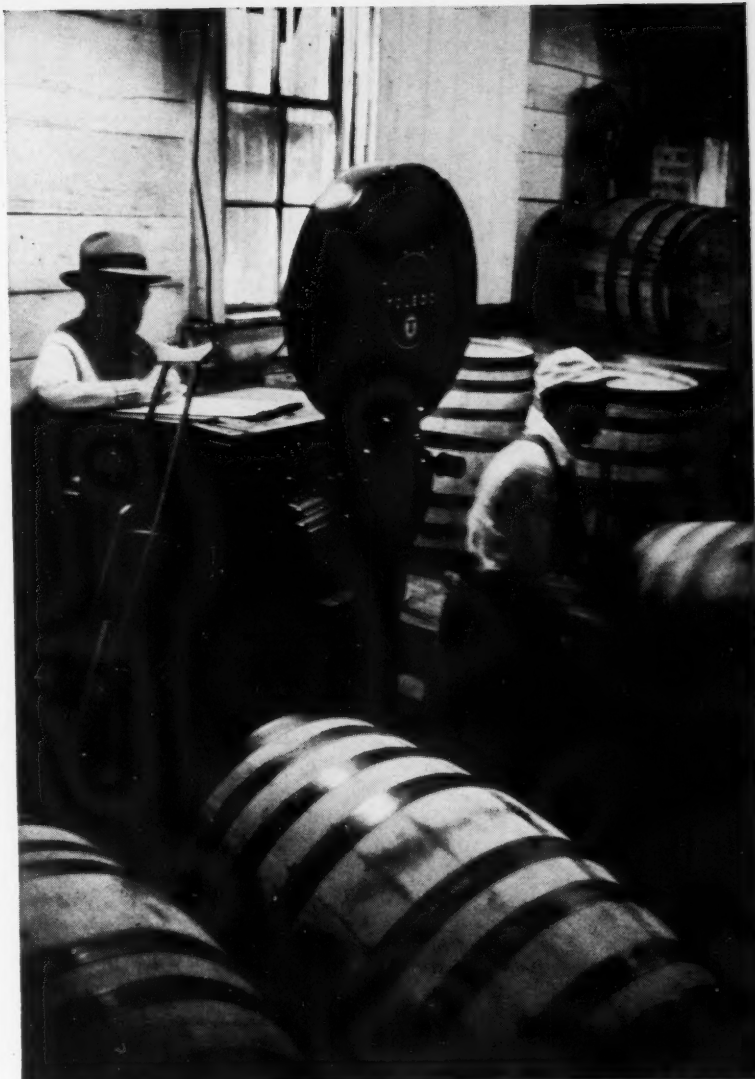
Reported by  
Harvey H. Mann, Secretary  
and Bob Shreiner

Ten new members were accepted into membership at the meeting of the chapter held January 21-22 in Dallas at Lakewood Country Club, bringing the membership to 141.

Vic Rimes was chairman of the event and Granville Hollenbeck was host.

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manager. Over 30 members and wives attended.

A delicious luncheon preceeded the business meeting. Sunday evening members visited Northwood Club, Dallas, with Royce Chaney, past national president of CMAA, as host for a cocktail party.

Harold Osborne was host for a gourmet dinner and dance at the Columbian Club. The next morning the chapter reassembled at Chapparral Club for the educational meeting and round-table discussion, with Herschel Nead and John Outland as moderators. Jack Traxler, manager of the Chapparral Club, was host for brunch.

More than 100 members and wives

are expected for the state conference to be held April 15-17 in Odessa. Bob Shreiner, Odessa Athletic Club, is chairman for the conference with Mrs. Helen Price, assistant manager at the athletic club, and Mrs. Bernadine Carrigan, Midland Country Club, as co-chairmen to help with arrangements.

On the agenda of activities is a visit to Odessa Country Club and to Midland Club on Saturday evening; brunch, a golf tournament, luncheon, a general meeting followed by a dinner dance at Odessa Athletic Club on Sunday; an educational program, round-table discussion, and luncheon on Monday, with six managers to be featured on an afternoon telecast. National

officers have been invited to the meeting. An unusual invitation designed as a subpoena was sent out to members.

## Detroit

Reported by

Charles E. Haynes, Correspondent

"Home talent" provided a first class educational program for the meeting held January 18 at Dave Ripper's Detroit Club.

John Brennan, Birmingham Country Club, then national vice president of CMAA and now president, presented an enlightening talk on the association, his duties as vice president, the role of the national secretary and the Washington office.

Ed Grenard, University Club, gave a detailed report of the Club Management Institute.

A. J. Georgeson was host for a meeting February 14 at his Harmonie Club. Dr. Robert F. Wilson, director of the Bureau of Sanitation for Detroit and the secretary of the Detroit City Board of Health, gave some interesting "case histories" of food poisoning in public eating places.

## City of New York

Reported by

Franklin S. Reynolds, Secretary

H. Alton Owen, Jr., Harbor View Club, was re-elected president of the chapter at the meeting held on Valentine's Day at the Weaver's Club.

Other officers assisting Mr. Owen will be: Norris A. Foster, National Democratic Club, vice president; Philip H. Stone, Whitehall Club, secretary; and Harry R. Langdon, The Lotos Club, treasurer.

Directors are Carl J. Engelhardt, Yale Club; Mr. Foster; Mr. Langdon; Archibald V. Mundy, India House; Mr. Owen; Mr. Stone; and Charles W. Walton, Apawamis Club, Rye.

Since it was Valentine's Day, the ladies were invited as guests for the meeting. A note of thanks goes to Louis Chotson and Mr. Hutchings who were co-hosts, for their hospitality and the fine cocktails and buffet.

## Metropolitan

Reported by

John A. McCabe, Secretary

A meeting was held February 20 at the River Club, with Derek Atkinson as host-manager. Our thanks to Mr. Atkinson for the delicious hors d'oeuvres.

The following were elected to membership in the chapter: Marc L. Dolan, South Shore Yacht Club, Freeport, L. I.; Russell C. Kirkpatrick, Fenway Golf Club, White Plains; Carl Hübner, Knickerbocker Club; and Joseph Fairfield, Indian Yacht Club, Greenwich, Conn. (provisional).

A round-table discussion included suggestions of a joint culinary training program, the appointment of James W.

## Johnny On The Spot



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Simms as head of a committee to publish a club survey, a laundry report and suggestions on checking with the Internal Revenue Service for the new ruling on cash tipping.

## Connecticut

**Reported by**  
**Grant M. Ruse, Secretary**

John B. Crosson, partner in the George B. Fisher Co. and vice president of the Connecticut Insurance Agents was guest speaker for the February 20 meeting held at Shuttle Meadow Country Club, New Britain. He spoke on "Insurance Claims Your Club Should Never Face."

## Southern California

**Reported by**  
**Frank T. Sherwood, Secretary**

The February meeting was held at the newly remodeled Oakmont Country Club in Glendale, with Tom Kier as host manager. Golf in the afternoon was followed by refreshments and dinner.

Forty-one members and guests attended. Guests included Charles R. Rankin, former chapter member who is retired; Bruce Sunde, Antelope Valley Club; Hank Hasslinger; Chet Carlson, Fox Hills Country Club; Ray Barnard, Crystal Country Club; C. J. Tenlin, Woodland Hills Country Club; and Robert Jaeger, Candlewood Country Club.

Highlight of the evening was a complete report by Howard Montgomery, Valley Hunt Club, Pasadena, on the recent conference in Denver. President Emil Lepp thanked the members for their support in winning the CMAA chapter achievement award for the second straight year, and stated that it would be on display at the installation of officers meeting at Hillcrest Country Club April 4.

## National Capital

**Reported by**  
**Raymond J. Kyber, Secretary**

John T. Brennan, national president of CMAA and manager of Birmingham (Mich.) Country Club, was honored guest at the dinner-meeting held February 20 at Columbia Country Club, Chevy Chase, Md.

Managers Max and Bob Beck were hosts for the event for which the food, service and hospitality were superb.

Chapter President Jacques Aimi and his wife were greeted with a "welcome home" cake as dessert in honor of their return from a vacation in Hawaii.

Color slides of the Denver conference were shown with highlights of the chapter delegates' trip to the Air Force Academy and Colorado Springs. Charles E. Smith, who was the chapter's official representative at the conference, was given a rising vote of thanks for his job in presenting the

country club round-table discussion at the conference.

## St. Louis District

**By Einer Carlson,**  
**Secretary-Treasurer**

President Ray G. McGrath, manager of the University Club, as chapter delegate gave a brief report on the CMAA Denver conference at our regular monthly meeting held at the Bogey Club on February 22, with Manager James Wilson as host.

Mr. McGrath told how the country club round-table discussion revealed a

tremendous amount of useful information through the use of prepared questions covering a number of key club problems. Chapter members agreed to use this method at a future meeting to develop information about St. Louis area clubs.

The lack of attendance by a few members was discussed and it was suggested that the chapter by-laws might possibly be changed to make it mandatory for a member to attend a certain number of meetings each year in order to maintain his membership.

S. T. "Ben" Sheets, recently appointed manager of Algonquin Golf Club, was elected to membership and

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Directors and officers of San Francisco and Bay Area Chapter for the past year, shown at the February meeting held at the Olympic Club, San Francisco, were, from left to right: John Kay, Women's Athletic Club of San Francisco, director; John Halkett, the host club, director; Cannon Lorimer, Claremont Country Club, Oakland, vice president; Erich Kruger, Burlingame Country Club, Hillsborough, president; Fred Irvin, Peninsula Golf and Country Club, San Mateo, director; Peter Kuchinos, Green Valley Country Club, Suisun, director; and Joseph E. Castillo, the host club, secretary-treasurer. New officers were elected at the meeting.

formally welcomed by chapter members.

A delicious dinner was served after the business meeting, with proper recognition being given the Bogey Club's staff for a job well done.

### San Francisco and Bay Area

Reported by  
Joe Castillo, Secretary

Cannon R. Lorimer, Claremont Country Club, Oakland, was elected president for the year at the February meeting held at the Olympic Club, San Francisco.

Other officers to assist Mr. Lorimer are: Paul A. Manuel, Del Paso Country Club, Sacramento, vice president, and Joseph E. Castillo, the host club, secretary-treasurer. Directors are: (for three years) Clarke Mathews, Orinda

Country Club; Paul P. Jones, California Golf Club, San Francisco; (for one year) John Halkett, the host club; and Past President Erich Kruger, Burlingame Country Club, Hillsborough.

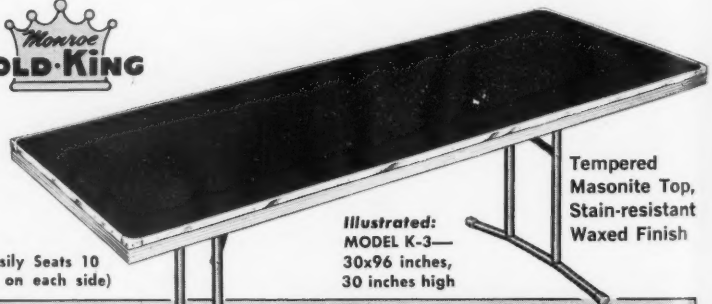
Faxon Bishop, manager of the Olympic Club, and Mr. Halkett, general manager, were hosts for hors d'oeuvres, cocktails and dinner with the meeting.

Mr. Kruger, outgoing president, was given a plaque and engraved gold cuff links for his distinguished services to the chapter the past year.

### Toledo

Reported by  
Lester J. Pursell, Secretary

Richard Sandford, Sylvania Country Club, was elected president of the Toledo Chapter at the February 24



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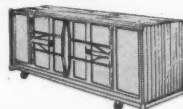
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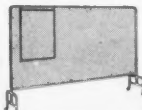
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THE MONROE COMPANY, 79 Church St., Colfax, Iowa



meeting held at the Inverness Club. Other new officers are William Voght, Toledo Country Club, vice president; and Lester J. Pursell, assistant manager, Toledo Club, secretary-treasurer.

A vote of appreciation was given Retiring President Ed Sherman, and Ted Drongowski, Lenawee Country Club, Adrian, Mich., was elected to membership.

### Central Pennsylvania

*Reported by*

**T. F. Chiffriller, Jr., President**

Frank Shea was guest of honor, giving a speech on the work of the Pennsylvania Liquor Control Board, at the meeting held February 6 at the Outdoor Country Club of York. Host-manager for the evening was Al Fahey. New quarters were completed for the host club about a year ago.

Paul Steel, manager of Harrisburg Country Club, was elected to membership.

Paul Donnelly gave a brief talk about the Denver conference. There were 13 members present. The chapter extends thanks to Host Fahey for the excellent hors d'oeuvres and meal which featured baked Alaska.

### New England

*Reported by*

**Louis Orgera, Secretary Pro-tem**

Larry Miller, wine consultant for the S. S. Pierce Co., gave an interesting talk on types and service of wines at the meeting held January 16 at the Chilton Club, Boston, with William Gosselin as host-manager.

Mr. Miller also showed slides of his recent trip through the vineyard country of France. Albert Shore, manager of the Tennis and Racquet Club, Boston was elected to membership.

A dinner dance is scheduled for the 17th of this month.

### Delta

*Reported by*

**Sam W. Keath, Secretary**

A. L. "Tony" Speechley, Memphis Country Club, was elected president of the chapter at the annual meeting held February 10-11 in Memphis.

Other officers elected were: Ed Howell, Pine Bluff (Ark.) Country Club, vice president, and Sam Keath, Colonial Country Club, Memphis, secretary-treasurer. Mrs. Charlene Murray, Petroleum Club, El Dorado, Ark., was elected new board member, joining present members: Nick Stathakis, Westridge Country Club, Little Rock; and Martin Deneberger, Chickasaw Country Club, Memphis.

Henry Meyer, Memphis Athletic Club, and Mr. Keath, were hosts for the meeting. The next meeting is scheduled for May 21-22 at the Westridge Country Club.

### Pelican State

*Reported by*

**A. J. Rubben, Secretary**

Henry Barbour, manager of the Houston Club and columnist for CM's Wine Pressings, was guest speaker at the meeting held January 9 at the Alexandria (La.) Country Club with Agnes and Russell Yetter as host and hostess.

Mr. Barbour spoke on the subject of broadening objectives, aims and scope of services. Motion was made and passed to extend a bid for the national conference in 1965.

### Buffet and Gourmet Service

The 1961 catalog issued by Bloomfield Industries, which describes the company's line of equipment for food preparation and service, features a new section devoted to buffet service and gourmets' table service items.

Also illustrated and described in the catalog is the expanded line of service trucks from Bloomfield, which are available in a range of types and sizes. For a copy of the catalog write Dept. CM, Bloomfield Industries, Inc., 4546 W. 47th St., Chicago 32, Ill.

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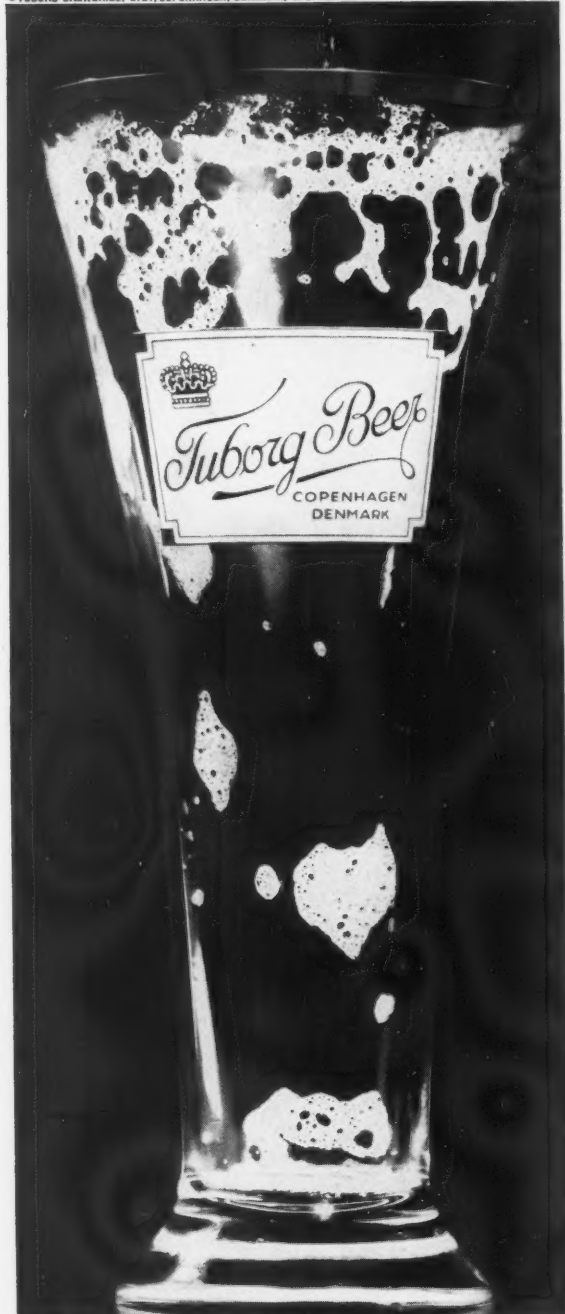


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## Federal Tax Calendar for Clubs

Prepared by Horwath & Horwath

### April, 1961

15—Withholding tax and Federal Insurance Contributions Act tax: The sum of tax withheld from wages during March, 1961, and employe tax and employer tax under the Federal Insurance Contributions Act for March, 1961, may be remitted to an authorized depository. Return on Form 450. If this option is exercised, Form 450 must be filed in time to permit authorized depository to return validated Form 450 prior to filing return for first quarter of 1961.

Exempt corporations: Information return on Form 990 due from certain exempt corporations with accounting periods ended November 30, 1960.

30—Withholding tax and Federal Insurance Contributions Act tax: Return for first quarter of 1961 due and tax payable. Return on Form 941. Attach validated Forms 450 to return.

Excise taxes: Tax on membership dues, initiation, transfer and assessment fees, admissions and other excise taxes for March, 1961, if in excess of \$100, may be paid to an authorized depository. Return on Form 537. If this option is exercised Form 537 must be filed in time to permit depository to return validated Form 537 prior to date for filing return for first quarter of 1961. Otherwise, return for first quarter due and tax payable. Return on Form 720. Attach validated Forms 537 to return. If return is accompanied by depository receipts showing timely payment of tax for the entire quarter, due date of Form 720 is extended to May 10, 1961.

### May, 1961

15—Withholding tax and Federal Insurance Contributions Act taxes: The sum of tax withheld from wages during April, 1961, and employe tax and employer tax under the Federal Insurance Contributions Act for April, 1961, if more than \$100, payable to an authorized depository. Return on Form 450.

Exempt corporations: Information return on Form 990 due from certain exempt corporations with accounting periods ended December 31, 1960.

31—Excise taxes: Tax on membership dues, initiation, transfer and assessment fees, admissions, and other excise taxes for April, 1961, if more than \$100, payable to an authorized depository. Return on Form 537.



UNION LEAGUE OF PHILADELPHIA  
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(Named in honor of The League's first president)

### LUNCHEON

Bowl of Soup

- (1) Philidelphia Pepper Pot 50; Cup 40
- (2) Consomme Brunoise 40; Cup 30
- (3) Snapper Soup 65; Cup 50

### Special Plate from the Cart

Served with Salad and Beverage

A-Filet of Sole Poached, Shrimp Sauce, Newburg,  
Potato Persillade ..... 1.95

### Hot Sandwich from the Cart

Served with Salad and Beverage

B-Hot Roast Prime Ribs of Beef Open Sandwich .... 1.95

### Salad of the Day

C-Combination Salad with Roquefort Cheese,  
Wedges of Tomato and Boiled Eggs ..... .95

### Sandwiches

(11) Ham 75 (12) Club 1.15 (13) Chicken 1.00  
(14) Tongue 75 (15) Swiss Cheese 65

### Dessert Selection

(21) From the Fruit Bowl 35  
(23) From the Pastry Tray 35; Pumpkin Pie 40  
(24) Ice Cream 40 . . . Chocolate, Coffee, Burnt Almond,  
Apricot Ice

### Beverages

(31) Coffee 25 (32) Tea 25  
(33) Milk 25 (34) Skimmed Milk or Buttermilk 20  
(35) Cider 15 (36) Mug of Draft Beer or Ale 20

Service charge of ten per cent with minimum of  
fifteen cents per person

### MINIKAHDA CLUB Minneapolis Luncheon

Gulf Shrimp Cocktail ..... 1.00  
Little Neck Clams ..... .85  
Honeydew Melon ..... .45  
Chilled Tomato Juice ..... .30  
Fresh Vegetable Soup ..... .30  
Dungeness Crab Cocktail ..... .75  
Herring in Sour Cream ..... .50  
Cantaloupe ..... .40  
Half Grapefruit ..... .35  
Hot Beef Bouillon ..... .30  
Jellied Consomme or Tomato Madrilene, Vichyssoise .40  
Panfried Filet of Fresh Wall-Pike-Lemon Butter  
Green String Beans ..... 1.35



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Roast Beef Sirloin—Bordelaise	
Buttered String Beans .....	1.45
A Curry of Flaked Turkey with Rice,	
Casserole Broiled Eggplant .....	1.40
Grilled English Rumpsteak—Bercy Butter	
Long Branch Potatoes .....	1.70
Tossed Garden Greens—Choice of Dressing—	
Fresh Fruit Salad	

DESSERTS—Apple, Cherry, Lemon Meringue Pie ....	.30
Sherbet—Lemon, Lime, Raspberry .....	.30
Ice Cream—Peppermint, Black Walnut, Coffee,	
Rum Cherry .....	.35
Fresh Strawberries .....	.60
Nesselrode Parfait .....	.50
Frozen Chocolate Eclair .....	.45
Coffee, Tea, Milk, Sanka .....	.25
Watermelon .....	.40
Frozen Strawberry Snowball .....	.50
Ice Cream Pie, Raspberry Sauce .....	.50
Iced Tea .....	.30

### Dinner

Gulf Shrimp Cocktail .....	1.00
Little Neck Clams .....	.85
Chilled Tomato Juice .....	.30
Cantaloupe .....	.40
Fresh Vegetable Soup .....	.30
Dungeness Crab Cocktail .....	.75
Herring in Sour Cream .....	.50
Honeydew Melon .....	.45
Half Grapefruit .....	.35
Hot Beef Consomme .....	.30
Jellied Consomme or Tomato Madrilene,	
Creme Vichyssoise .....	.40
Fried Fresh Sea Scallops—Sauce Tartar .....	2.85
Lobster Tails .....	3.35
Filet of Fresh Sole Saute—Fines Herbes .....	2.85
Crabflakes Curry Rolled in Thin Pancakes,	
Singapore .....	2.95
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Plain Veal Cutlet with Button Mushrooms .....	2.85
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1.45	Sherbet—Lemon, Lime, Raspberry .....	.30
1.40	Ice Cream—Black Walnut, Peppermint, Coffee,	
1.70	Rum Cherry .....	.35
	Watermelon .....	.40
	Frozen Chocolate Eclair .....	.45
	Ice Cream Pie, Raspberry Sauce .....	.50
.30	Fresh Strawberries .....	.60
.30	Parfait Nesselrode .....	.50
.35	Frozen Strawberry Snowball .....	.50
.60	Imported Roquefort, Liederkranz, Camembert Cheese	.50
.50		
.45	Cold Soups: Vichyssoise—Jellied Madeline	
.25	Hot Soups: Soup du Jour—French Onion Soup	
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.50	Broiled Fresh Lake Trout .....	3.10
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.30	Broiled African Lobster Tail, Lemon Butter .....	3.85
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.75	Broiled Prime Ranch Steak .....	3.00
.50	Broiled Filet Mignon, Maitre d'Hotel .....	4.75
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.35		
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.40	Rolls & Butter	Beverage
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3.35		
2.85		
	Desserts	
2.95	Pies du Jour	
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**Below is a partial list of the chapters:**

- Chapter II Location
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- Chapter XI Personnel Organization
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# WINE Pressings



by Henry O. Barbour

## The Wines of Southern France

Let us resume our tour of the mother vineyards of the great wines by moving east from Bordeaux (February, 1961 CLUB MANAGEMENT) about 270 miles to France's third largest city, Lyon.

Located at the confluence of the Rhone and Soave rivers, Lyon is the midpoint of the "wineshed" (you've heard of watersheds, and milksheds? well . . .) of eastern France. To the north are the vineyards of Beaujolais and Burgundy; to the east are minor vineyards around Chambéry, the vermouth center; to the south are the sturdy wines of the Rhone River Valley and, ultimately, of Provence and the Midi.

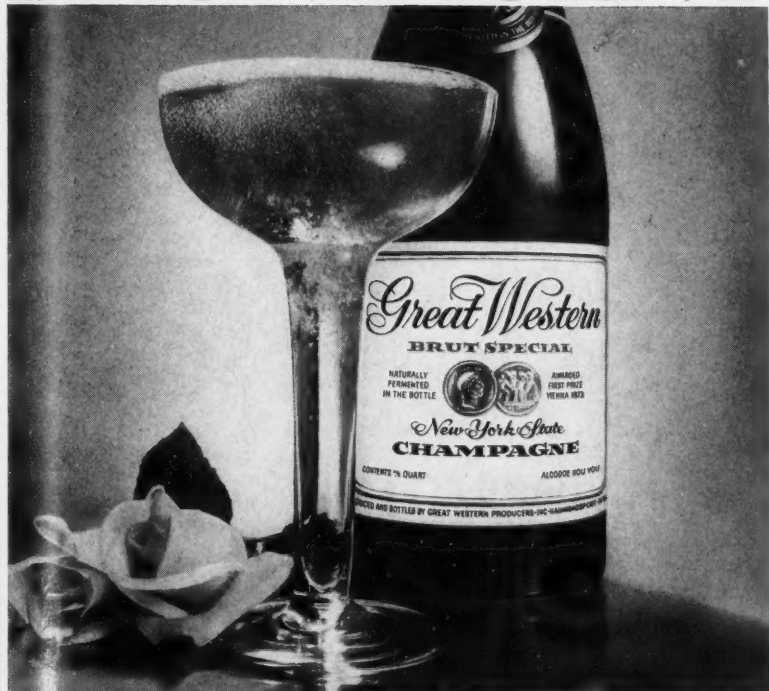
This is a fine time of year to visit

the Cote d'Azur resort area along the Mediterranean, so let's wend our way southward from this city with a great tradition for fine foods (seven of *Guide Michelin's* three star restaurants are located within a 150-mile radius; there are only 13 in all of France!), stopping first at the *Cote-Rotie*, on the west bank, 30 miles from Lyon.

### "Roasted Slope"

The Rhone Valley south from Lyon is hot and dry, for here the *mistral* blows, here the sun, immortalized by Van Gogh in Provence, shines day after day. The *Cote-Rotie* is less than two miles long, and clings to a steep hillside for the river has carved what is al-

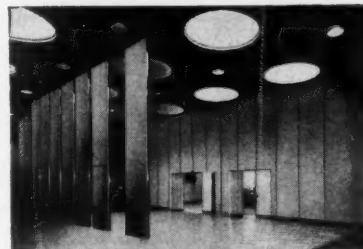
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most a gorge through this granite outcropping.

The principal grape grown on the small terraces is the Syrah, brought from Shiraz in Persia by crusaders. The vines blossom about two weeks before those of Burgundy. The dryness combines with the sun, both direct and reflected from the rocky soil, to broil the grapes until October, the same time they are picked in Burgundy. Result: A robust, heavy wine with many Burgundian characteristics, but with a trace of "cooked" flavor. Aging in the barrel is stressed, and it takes ten to twelve years for the characteristic raspberry flavor to be completely developed.

The Cote-Rotie is divided by a ravine into two subsections which are named *Cote Brune* and *Cote Blonde*, supposedly after the daughters of one of the early land-owning dukes to whom the sections were bequeathed. The sections assumed the characteristics of their owners: *Cote Blonde* wines are young and gay at first, petering out with age, while *Cote Brune* is quiet and reserved when young, but becomes quite regal with age. Rarely are specific vineyard wines from this section found in the U.S. but we have enjoyed fine bottles of *Cote-Rotie* and of *Brune et Blonde* produced by M. Chapoutier.



Just south of this region are produced the white wines of Condrieu, on whose south flank is located the small but finest white vineyard of the Rhône—Chateau Grillet. As less than 100 cases are produced yearly by the owner, Henri Gachet, the chances of

enjoying this well-balanced dry wine in the United States are slim.

### L'Hermitage

Legend has it that a monk took refuge from the invading Romans on the top of this steep, 1000 foot hill about 50 miles down river from Condrieu. The wolves and foxes supplied him with food. God, when He saw the monk's thirst, sent down vintners from heaven (where all good vintners go) who planted vines which grew ripe grapes in a single night, as contrasted to the four years usually required! Naturally, the hermit drank this glorious and miraculous wine all his life, praising God with every sip. It is a fact that a chapel on top of the hill, dedicated to Saint Christopher, was occupied from 1224 onward by a hermit, a former crusader who tended and enlarged the vineyard thereon.

Both red and white wines are produced, each with great keeping qualities. The wines require some years to fully realize their characteristic generous flavor, wild raspberry bouquet and, in the reds, an individual, lovely purple tint. The best vineyards: Reds—L'Hermite, Meal, Bessards and Grefieux; whites—Murets, Rocoules, Beaunes and Chante-Alouette.

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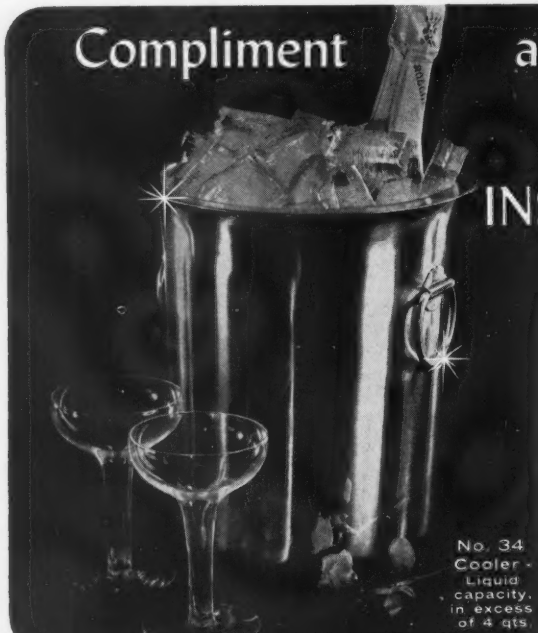
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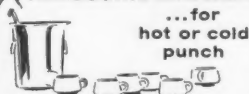


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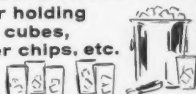
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comes from this side valley lying some five miles to the west just above Avignon. Its fame is due to the higher-than-usual alcoholic content for a red wine, which enables the wine to travel well, and also due to the praises of Brillat-Savain and Balzac. A good Tavel is beautifully clean on the tongue, dry with fruitiness, and possesses a well-developed vinous flavor. It is sometimes "harder" than the roses from the Loire Valley, due perhaps to being consumed as young as Loire wines by people who forget that the same alcohol that enables Tavels to travel well also caused them to take longer to mature, and in turn, lengthens their life. Good vineyards: Ancieu Vignoble, Clos Pignay and Chateau Aqueria.

### "The New Chateau of The Pope"

East of the Tavel area, just north of the old Roman town of Avignon, whose bridge is the celebrated subject of a French children's song, lies the relatively large red wine producing district entitled *Chateauneuf du Pape*.

At the end of the 13th century a French pope from Bordeaux, Clement V (who started a vineyard outside that city), moved his headquarters from Rome to Avignon. Shortly after arrival

he started a summer residence in the center of a grape and olive growing area about ten miles north of the town. This was called the "New Chateau" to differentiate it from the older chateau downtown. The vineyards as they are known today were planted in 1316 at the direction of Pope John XXII.

Incidentally this region was the first to pass laws covering the qualities for labeling, marketing and place-names regulations that have grown into the *Appellation d'Origine* laws that protect the buyers of all of France's fine wines.

The modern wine of Chateauneuf-du-Pape claims to be made from blending the juice of at least ten grape varieties—although 22 grow within the limits of the region. Because of this blending, the quality of the wine tended to vary greatly before the regulations were adopted. Now the wine is well known for body and flavor, and is a softer wine than the Cote-Rotie or Hermitage. It does have remarkable attributes as a fortifier of the human system in cases of debility or anaemia, and is a favorite prescription of French doctors.

Well-regarded vineyards include Chateaux de Fines Roches, Les Clos, Chateau du Fortia, de Vaudieu, Rayas and de la Gardine.

### Provence

The wines of this wonderful vacation land are little known outside of France, and not too well even in France, though some do find their way to Paris. As the map indicates, there are four officially recognized producing areas, although grapes are grown throughout this hot (for France) area. A few roses from some of these areas find their way to the U. S. of which Chateau St. Rosaline from Var, near Brigitte Bardot's favorite town, St. Tropez, is probably the most well known, followed by Chateau de Selle.

West of this region, across the Rhone and along the coast, is the rolling plain of Languedoc, producer of *Midi* wines (on a scale comparable with wheat in Canadian prairie provinces). The three departments that comprise this region produce between one-third to one-half of the total wine production of all of France, including North Africa—and nearly all undisputed.

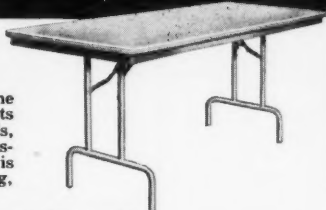
### Vintages

The older wines of the north Rhone Valley—Cote-Rotie and Hermitage—due to their long-lasting and slow-maturing qualities, are just coming into their own. 1933, '34 and '37 are excellent,

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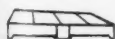
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if you can still find them from good vineyards. 1943, '45, and '47 which matured rapidly (for a Rhone), and the lighter 1949's are the ones to look for now. 1952 and '53 are good investments, but are overshadowed by 1955's. It is expected that 1959 will reach the level of the other regions, but it is still too early to be certain.

\*\*\*

**THIS MONTH'S MERCHANDISER:** *Lent will soon be over. What about featuring a selection of spring flower wines—roses—as a beverage of moderation? A bouquet composed of bottles of Tavel, a slightly sweet, Loire, a sturdy Italian, and two varieties from the U.S. (Seibel from New York and Gamay or Grenache from California) could be placed in ice in a large punch bowl near the dining room entrance for service by the glass or the bottle. Coupled with a menu clip-on, even the cash register will feel a stirring in its bones!*

## Teamwork

(Continued from page 15)

it at that time before it grows out of proportion. Your professional is in con-

stant touch with your members. If he plays golf with them, as most of our pros do today, he cannot help but overhear their gripes. As most any manager knows, they "let their hair down" on the golf course.

If your pro is well informed, he quite often can answer a member's question concerning some phase of the clubhouse operation and in a few words explain the problem to the member's satisfaction.

By the same token, the pro (and I have seen this work) can explain to a disgruntled member that the superintendent must perform certain other important duties before he can replace the sand in a certain trap or repair the cart path on number nine fairway.

Keeping the pro and superintendent informed of the schedule of operation in the clubhouse is beneficial to all three involved. The manager is the only one of the three permitted to sit in on board meetings. When a subject concerning the operation of the course or the pro shop is discussed, the manager may find himself the best informed member of the group. Often he can take the pro or superintendent "off the hook."

One morning a week I sit down with these two men. We spend an hour and plan the schedule for the next ten days. I inform both men of events coming

up in the club that can affect their work load. It's amazing to learn that quite often neither pro or superintendent are aware of certain events about to take place which definitely will affect the play on the course.

I have known superintendents who were not informed of a special tournament until the morning of the event itself. As a result, they suddenly find they must alter their work schedule for the rest of the week to take care of this oversight. This could have been avoided by communication in a weekly scheduled meeting.

Most clubs today publish a monthly bulletin, newsletter or magazine. A good idea before giving the o.k. on each issue is to call your superintendent and pro and ask if there is any information they would like to convey to the membership. A plug for your pro is not out of line, and a notice explaining the "ground under repair" on a fairway certainly will make your superintendent happy. All the effort this requires is a two-minute call to each man. The good will created can't be measured.

In our weekly sessions, we lay all our gripes on the table. Then the three of us decide the best course of action. When I hear comments about the operation of the course or pro shop, I tell the man concerned, not in tones of

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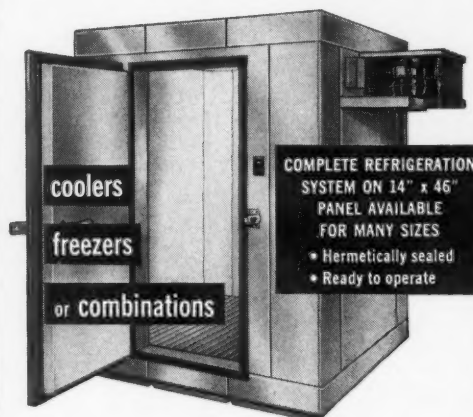
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reproof but with the thought in mind of offering the information for what it is worth.

In the same manner I listen to what these two men have to say to me. They may have the facts wrong but at least they're handing me a viewpoint expressed to them by a member. It is far easier to understand any problem when you can have a look at the other side.

This three-way cooperation can save the club money. Often I can free a member of my staff to perform certain duties for the superintendent or pro to cut costs in that department. Or it's possible for me to enlist the aid of the superintendent's crew when I find a need for several extra men to do some heavy work at the clubhouse. If the pro wants some secretarial work done, I cooperate with him by giving him the services of my secretary.

The comfort and happiness of a membership depends on the over-all operation created by this team of three, working together. Only with this inner cooperation can a manager find his operation running smoothly and problems cut to a minimum. ■ ■

### Cost Cutting

(Continued from page 19)

FRESH foods will give way to an increasing demand for a listing of the vita-

min and calorie content of the food served as the improved processing of foods is recognized by the eating public.

The next decade will see us preserving foods by radiation and it is well within our ability by that time to keep fresh produce as long as six months with only mild refrigeration. Individual covers for produce will be as common as Cry-O-Vac for meats today.

Food packaging in general in the future must be moisture proof, dust proof and more standardized to fit the cooking end point whether that be range, oven, conveyor belts or serving tables. Many frozen food containers must be designed to double as tableware for much of the table setting of the future will be of one-time use.

The degree of improvement in the food packaging field will be far greater than today's application of pressure cans for soaps, sauces, soft drinks, and bar mixes.

The impact of vending machines is just now being realized in our industry and more great advances in these machines are soon due. These machines will run the gamut from completely automated restaurants (there are two in existence now) to drive-ins without car-hops to bars that will be completely automatic. Even now the Cocktailmatic formulates manhattans and martinis to

any proportion, measures and records the drinks served. All that is left is to enclose the unit in a vending machine that is coin operated.

Vending machines (automated) will more and more serve the transient room traffic with everything from wall cabinets that open into extra beds to instant beverages machines, ice, breakfast items, and guest luxuries such as sonic clothes cleaners. Every club will come to utilize these machines from such minor tasks as dispensing gasoline from a coin-operated garage pump to the completely automated snack bar.

Research expenditures will increase forty-fold in the next decade as the distinction between pure science and applied science narrows. The union of the computer's electronic brain and the automated machine, the most exciting marvel of the 50s, will seem mild in retrospect in the late 60s. Already new developments in equipment design are on the market which speedily handle frozen foods.

More and more, the type of customer you choose to serve and the menu this customer requires will determine your layout, design, and equipment. More club food operations will become a series of several types of food service and menu offerings rather than trying one approach to fit all faces.

The floor area allotted to a kitchen in

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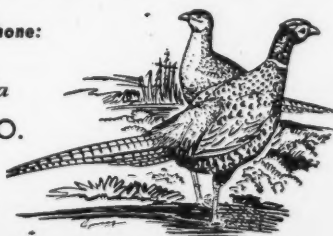
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the future will be much smaller as equipment improvement creates more of a compact cooking center which utilizes more electronic and ray cookery. This means the clubs of the future will have more but smaller kitchens and these kitchens will be located nearer to the point of service. The day of the grand main kitchen is now past.

The application of thermo-electricity will have removed the need for a compressor, exchanger, and evaporator where refrigerators are concerned. You will have cold anywhere in the club you wish without motors and moving parts.

The big potato peeler, the huge vegetable steamers, and the ranges as we know them today in clubs will soon be as passe as hand-dipped milkshake equipment.

The electronic food operation, now a reality, will become as popular and as necessary as the Automat of a generation past. The new electronic food operation will still need operators, but there will be more demand for computer operators, stock men, and mechanics and less need for kitchen cleaners, dishwashers, and cashiers. With the continued application of automation, per capita production records should improve by at least 40 percent by 1970. Already the Statler Foundation at Cornell University is analyzing the future

usage of automated machines and preparing training courses for adaptation to service institutions.

The club manager personally will be made much more efficient in the next decade because of equipment improvement. Person to person communication will have arrived and advanced from the Dick Tracy two-way wrist radio; remote control will be accentuated in every labor field. Computers, on a rental basis, will be available to the club manager who may telephone into the computer his collected data and within seconds receive a play back of the status of his inventories, payroll, etc., from the central location of the computer. His office routine will be improved by the use of phonetic typewriters wherein the machine will transcribe his oral comments into phonetic symbols and then again into the typewritten word. Closed circuit TV will lessen his steps in supervising the activities within the clubhouse. And direct telephonic communication between the club and its major purveyors will be commonplace.

All of these things, realities within the next decade, are a foreshadowing of a great need for club managers. Managers with more education, more technical skills and more engineering know how are mandatory to manage efficiently the clubs of the future. There will be more

specialization in the club field as to the limit of services the particular club intends to offer and all this demands a better informed management team.

One thing is certain. Americans will learn to live even better in the next decade and this fact alone can and will affect all club business with an accelerated rate of change.

Thank you for letting me jump on the stump and revel in the realities of the future. What a wonderful challenging era ahead. How happy I am to be a part of it. How proud I am to be a club manager.

In all Sincerity,

*Charles*

*Editor's Note: This concludes the series of letters created for Club Management by Charles E. Smith, general manager, Chevy Chase Club, Chevy Chase, Maryland. ■ ■*

### Contract Extension

Destileria Serralles, Inc., producers of Don Q Rums from Puerto Rico, have extended their contract for an additional five years with Schieffelin & Co. as the sole U. S. importers of the firm's products. Schieffelin has represented the company for over 20 years.

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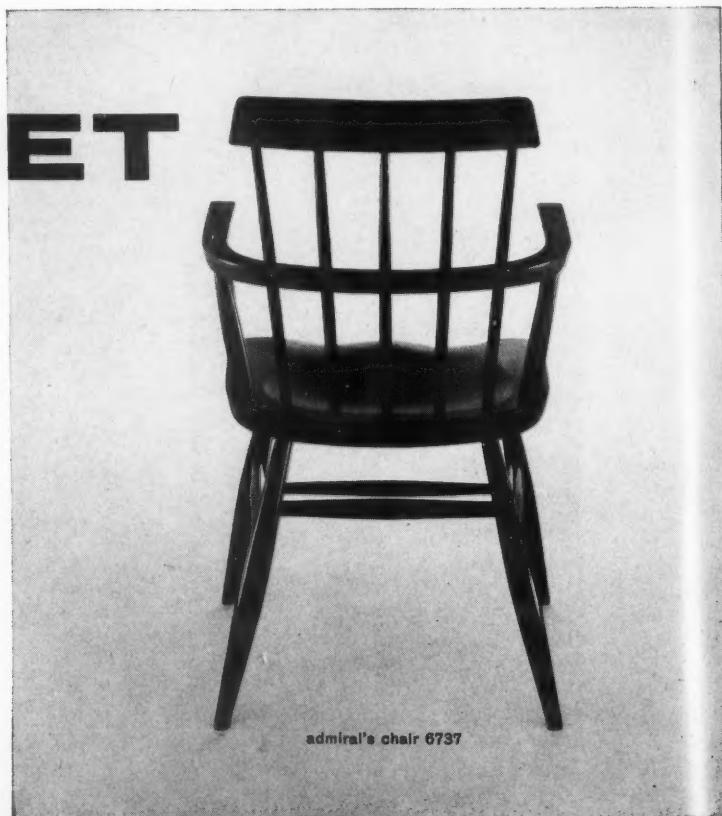
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## Michigan State Course Offers Variety of Training

THE new club management program at Michigan State University, East Lansing, gives students training in foods, accounting, design, beverages, factors related to the rehabilitation and maintenance of clubs, management in general and extensive work in managerial psychology, according to information received from Director Joseph W. Thompson.

Some of the class sessions are held at Walnut Hills Country Club, where Tom Walsh, a 1953 graduate of the school, is manager. The idea behind this is for students to see first-hand the complexity of the manager's job.

Speakers and topics which were scheduled for the course at the first of the year were: January 10, John T. Brennan, Birmingham (Michigan) Country Club, "History of Clubs and CMAA;" January 31, Carl J. Jehlen, Baltusrol Golf Club, Springfield, N. J., "Hotel versus Club Operations;" February 2, Thomas McGuffey, Missouri Athletic Club, St. Louis, "Standing Committees and Liaison;" February 7, Dan White, Bethlehem (Pennsylvania) Steel Company, "Corporate and Resort Type Clubs;" February 9, Edward M. Gren-

ard, University Club, Detroit, "Labor Unions and Personnel Problems;" February 14, Henry Barbour, Houston Club, "Membership Activities;" and February 16, A. E. Martin, Congressional Country Club, Washington, D. C.

Major books assigned in the course are: *Managerial Psychology* by Leavitt, *Human Relations* by Davis, *Case Studies in Human Relations* by Davis, plus other reading material. ■ ■

### Cordon Bleu Award

The "Cordon Bleu" award, presented by the Wine & Food Society of Southern California to Clicquot champagne as the best wine of the year, is held



by John J. Spanier, national brands manager of the Joseph Garneau Co., import division of Brown-Forman Distillers Corp., as Joseph G. Ringwalt Jr., chairman and president of the company, and Robinson S. Brown, Jr., vice president and executive director of sales, Brown-Forman, admire it.

Clicquot Brut champagne, vintage 1953, a French champagne imported exclusively by the company, was served at a dinner of the society held last year at the Bel Air Country Club, Los Angeles.

The company also has announced it will acquire exclusive distribution in the U.S. on May 1 of Asti Gancia sparkling wine, produced by Fratelli Gancia & Cia, Italy. The line of wines includes sweet and dry vermouth, Chianti and Orvieto wines in addition to the sparkling wine. The company also imports Usher's "Green Stripe" Scotch. The Italian Gancia plant produces 100,000 bottles of wine each day.

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## NAMES IN THE NEWS

Ralph T. Heymsfeld, executive vice president of Schenley Industries, Inc., was elected chairman of the board of Licensed Beverage Industries, Inc., during a recent meeting held at the Savoy Hilton Hotel, New York. He succeeds Joseph A. Engelhard, president of Glenmore Distilleries Co., who was elected vice chairman.

Thomas J. Donovan was re-elected president.

Other officers elected were: Frederick J. Lind, vice president and general counsel of The House of Seagram, Inc., and B. C. Ohlandt, director and executive vice president of National Distillers and Chemical Corp., vice chairmen; D. L. Street, executive vice president of Brown-Forman Distillers Corp., treasurer; and Valentine Guenther, industrial relations director of Hiram Walker and Sons, Inc., secretary.

James C. Campbell, 83, vice president and director of Glenmore Distilleries Co., died January 23 at Norton Memorial Infirmary, Louisville.

Born in Northern Ireland, Mr. Campbell in 1907 started traveling for Glenmore. In 1933, he was elected a director of the company and was placed in charge of sales in monopoly states. In 1944 Mr. Campbell was elected vice president in charge of public relations, the position he held until his death.

Jay Rutherford has been appointed New York district sales manager for Armour and Co.'s line of continental cuisine prepared entrees and appetizers. Mr. Rutherford formerly was director of sales for Zeckendorf Hotels, Chicago.

Russell L. Herbruck has been named control states manager for Hiram

Walker Inc. Mr. Herbruck, who formerly was assistant control states manager for Jas. Barclay & Co., Limited, an affiliate of the firm, will supervise sales and promotion in 17 states.

C. K. McClure, secretary-treasurer of Stitzel-Weller Distillery, Inc., was re-elected chairman of the board and Robert W. Coyne, Washington, D. C., re-elected president of the Distilled Spirits Institute at the organization's annual meeting.

Robert P. Burns has become assistant club and hotel manager for metropolitan New York sales of Bacardi Imports, Inc. Mr. Burns has been district sales manager for Austin, Nichols & Co. and a sales representative for P. J. Dyer, Inc.

Grenville C. Harris, 56, assistant Pacific division manager of Van Munching Imports Co., Beverly Hills, Calif., died unexpectedly December 28, 1960, in Beverly Hills Doctors Hospital from a heart attack. Mr. Harris had been associated with Van Munching since 1950 when he started as special representative for New Jersey.

Edward C. Twyford, Jr., has been named sales manager for industrial and institutional products of Borden Foods Co. Mr. Twyford had been a member of the company's marketing department since January, 1959, when he joined the Causse' Manufacturing & Importing Co. of Borden's.

George A. Owen has been appointed sales representative for Sterling China, servicing the territory of the late W. C. Porter. Mr. Owen's territory will include Wisconsin, Minnesota, Iowa, Nebraska, Kansas and Illinois.

Dr. Ralph D. Wilson, associate professor of hotel management at Michigan State University, assumed duties as director of the University of Denver

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School of Hotel and Restaurant Management January 1. Dr. Wilson replaces Matthew Bernatsky who resigned last spring. Dr. Wilson has been associate professor at Michigan State since 1957, serving as acting director last summer.

John R. McCarthy, national convention director for The House of Seagram, Inc., was elected chairman of the Distillers Hospitality Committee. For 14 years Mr. McCarthy has been treasurer of the committee.

William H. Westphal, National Distillers Products Corp., was elected treasurer of the committee. James E. Smith, Brown-Forman Distillers Corp. was named secretary.

Erwin C. Uihlein has been named chairman of the board of the Jos. Schlitz Brewing Co. and has been succeeded as president of the firm by Robert A. Uihlein, Jr., former executive vice president. The moves continue the company's tradition of remaining under the ownership and management of direct descendants of the founder.

Nathan Landau has been appointed to the Great Western Producers' national sales office in New York City. He will service the New York metropolitan area for Great Western champagnes and Whyte & Mackays Scotch.

L. R. "Al" Vear, well-known to club managers as assistant manager of the hotel restaurant and institution department of Swift & Co., retired on March 1. Mr. Vear started his Swift career in 1913.

Allan Goulding, eastern representative for Sterling China Co., has announced his retirement, ending a 44-year career in the food industry. He has been with Sterling for the past ten years.

Harry W. Olsen has been appointed sales representative in Alaska by the Cleveland Range Co. At the same time the company named Henry C. Aughinbaugh as its representative in Hawaii.

Troy Sunshade Co. has announced three new sales appointments for its furniture division. They are Paul M. Mahoney, Maine, New Hampshire and Vermont; and Robert Williams and Maynard Craft, Mississippi.

Tom Marvel, internationally known author, journalist, traveler and wine expert, will tell the story of Taylor New York State wines to club, hotel and restaurant trade, it has been announced. He will carry out special assignments on a national basis and will edit the company's bi-monthly bulletin.

The Samuel L. Greenspan agency has been appointed the public relations counsel for the glassware trade market, according to a report from James Mayabb, director of publicity of the Glassware Institute of America. The appointment of the agency, which is a specialist in the club, hotel, restaurant and institutional markets, initiates an effort to promote glassware in the field.



Sidney Shane (center), sales manager for Shane Uniform Co., and Ed Kelly (right), advertising manager for the firm, display one of two international awards won by the firm in the 1960 Advertising Awards Competition conducted by the Affiliated Advertising Agencies Network recently in Phoenix. R. G. Byrne (left), account executive for Keller-Crescent Co., advertising agency which prepared the winning exhibits, made the presentation. An International Gold Award was for excellence of a campaign of magazine advertising and an International Silver Award was for the firm's 1960 catalog.

## Seven-Ounce Beer Bottle

Joseph Schlitz Brewing Co. has initiated promotion of its seven-ounce bottle, dubbed "Little Joe." The campaign will cover Wisconsin, Illinois and parts of Louisiana with the slogan, "Get to Know Little Joe."

Promotion will feature point-of-sale and newspaper, radio, tv and 24-sheet poster advertising. Little Joe will be personified only by small footprints placed in unusual locations.

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General manager of country club. Married. Good appearance and personality. 51 years old. Thoroughly experienced to take full charge of club operation. Excellent background in food and beverage, purchasing and planning of fine foods and party arranging. Complete resume of qualifications on request. ADDRESS: Box 73-Z, % CLUB MANAGEMENT, 408 Olive Street, St. Louis 2, Missouri.

#### CHEF-MANAGER

with wide country club experience, desires assistant manager position in country club. Capable of managing small club. Photo and references on request. ADDRESS: Box 75-Z, % CLUB MANAGEMENT, 408 Olive Street, St. Louis 2, Missouri.

#### Table Appointments



Pictured here are the paper table appointments which were furnished to the 34th annual conference of the CMAA at Denver in January by Aatell & Jones, Philadelphia. The company, which has custom-designed the paper table appointments for the CMAA conferences for 20 years, prepared special art work and selected unusual papers for the menus, including covers and inserts, dessert doilies and napkins for this year's conference.

#### Insurance Benefits

From Joseph K. Dennis Co., Inc., administrator of the CMAA group insurance program, comes the reminder that premiums paid under the association's plan are substantially less than the member could purchase individually.

The firm points out that in some cases these savings may completely offset charges made for membership dues,

and in these days of high living costs, this saving can be of primary importance to the individual member's personal budget.

Dennis reports that if comparable insurance were purchased on an individual basis the cost would be from 25 to 50 per cent more expensive.

For complete information on the association's group insurance program, CMAA members may write Dept. CM, Joseph K. Dennis Co., Suite 1027, 175 W. Jackson Blvd., Chicago 4, Ill. Be sure to state you are a member of the CMAA.

#### French Liqueurs Added

Marie Brizard imported French liqueurs recently were added to the Schieffelin & Co.'s line of imports. The imported liqueurs include Cherry Brizard, Mandarine, Anisette, Apry, Creme de Menthe, Marie Brizard Blackberry and Creme de Cacao.

#### MANAGER WANTED

May 1 through September 30. 9 hole golf course, 4 tennis courts. 150 members.

Will completely re-build and enlarge after this season to 18 holes. Send complete details and references.

ADDRESS: Box 79-Z, % CLUB MANAGEMENT, 408 Olive Street, St. Louis 2, Missouri.

#### WANTED CLUB MANAGER

Age 30-45. Presently employed as assistant manager of large city Country Club—or manager of smaller city Country Club. Preferably with trade school training. Food sales \$150,000. Beverage sales \$75,000. Give complete record, including photograph—age, income, experience, family situation, and references. All replies confidential until after initial interview. ADDRESS: Country Club of Little Rock, 4200 Country Club Blvd., Little Rock, Arkansas.

#### WANTED

A year-round swim and recreational club manager for The Dolphin Club, Homewood, Illinois, to be opened June 1, 1961. Facilities include a swimming pool, bath house, club house, cocktail lounge, restaurant, tennis courts and small lake. Salary plus percentage of profits. ADDRESS: Thomas J. McGrath, 18227 Harwood Avenue, Homewood, Illinois.



#### ...ELIZABETH GARRISON

Counselor

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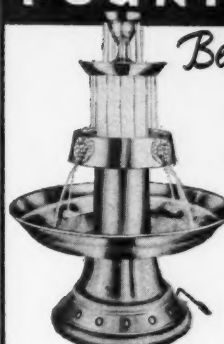
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# Newest Designs In Clubs

## . . . Minikahda Club, Minneapolis

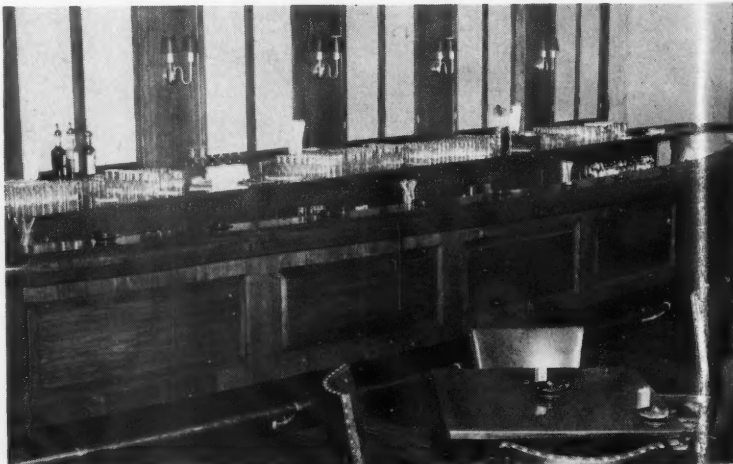
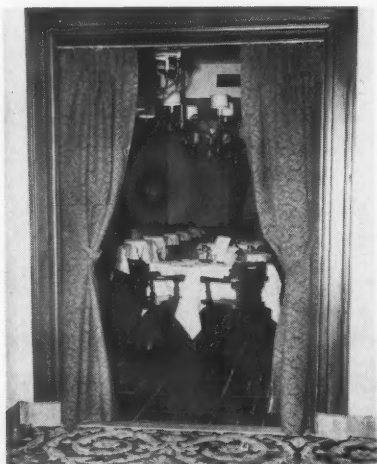


The Minikahda Club, Minneapolis, where Alphonse Raes is manager, added new facilities costing \$300,000 which included this Lamplighter Room, an informal dining area where members can wear sports attire. Tossed salads at noon and char-broiled steaks until 11 p.m. are served.

## The Drug and Chemical Club, New York . . .

The Drug and Chemical Club, N. Y., recently renovated its quarters out of club surplus. Straus-Duparquet did the decorating. Bottom left is one of the private dining rooms; bottom right is the bar. In

the barroom a small electric service kitchen was installed. Below left is the lobby area and below right, the dining room. Victor Homberg is manager of the club.

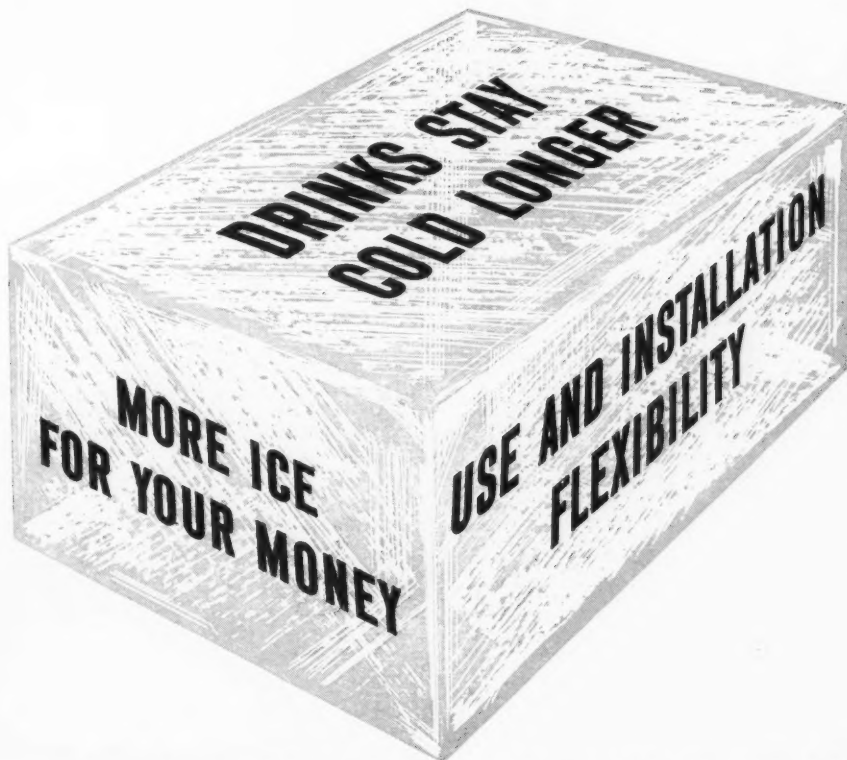




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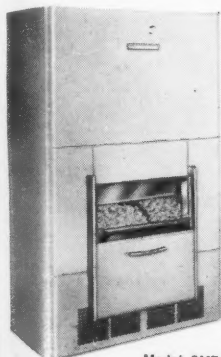
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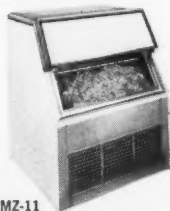
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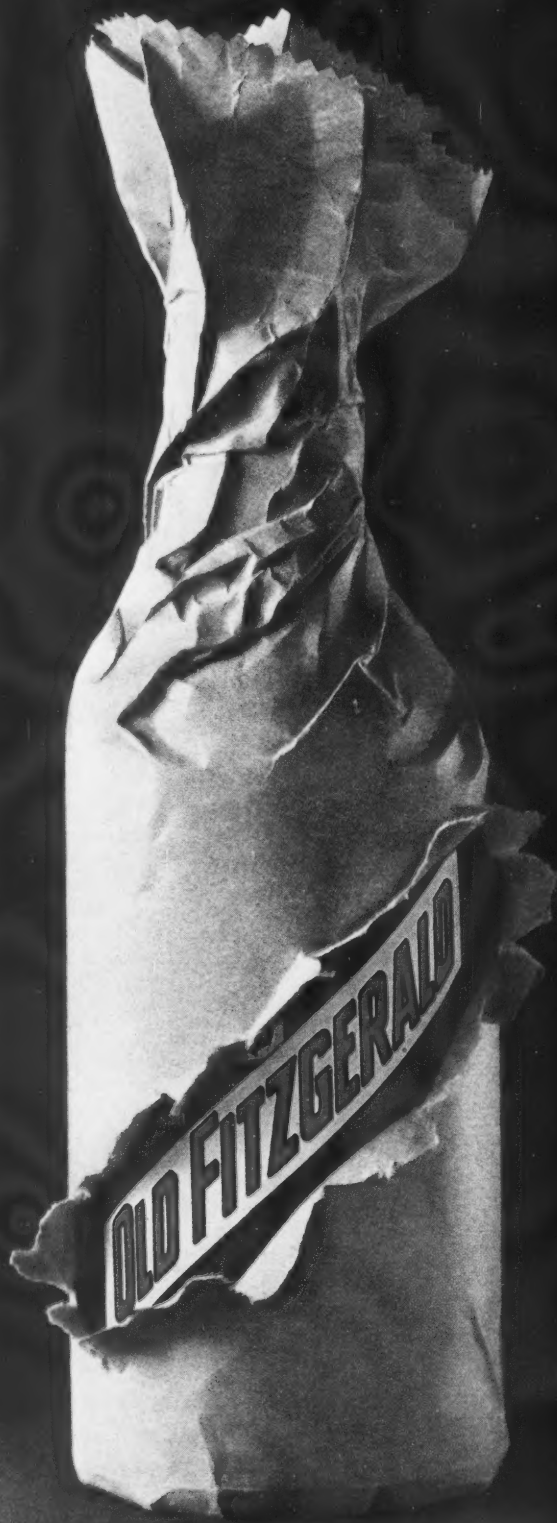
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